

National College of Ireland

Project Submission Sheet

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BRAND PERCEPTION: A STUDY ACROSS MAJOR GLOBAL CITIES

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Degree for which thesis is submitted: MSc International Business

Title of Thesis: UNDERSTANDING THE IMPACT OF TERRORISM ON HOTEL BRAND
PERCEPTION: A STUDY ACROSS MAJOR GLOBAL CITIES

Date: 15 Aug. 25

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**UNDERSTANDING THE IMPACT OF TERRORISM ON HOTEL
BRAND PERCEPTION: A STUDY ACROSS MAJOR GLOBAL
CITIES**

Abstract

The first chapter of the research is integrated with providing an introductory note on the various aspects that are to be covered within the entire paper. Regarding this, the aim, objectives, and research questions are to be framed within this particular chapter. Followed by this, the rationale and key structure of the study have also been incorporated. The second chapter emphasised the measures for crisis communication post terrorist attacks in the tourism industry. The peer-reviewed journals and articles were used to comprehend the role of strategic communication to build brand image for businesses.

The third chapter of this research has identified an appropriate methodological overview to successfully completing the research. This paper has utilised positivism research philosophy with a deductive research approach. The research has been completed through a primary quantitative data collection procedure in which a survey has been conducted. In the survey, a total of 20 closed-ended questions were asked of a random sample of 180 participants. The collected data have been analysed through the SPSS tool.

Chapter four has highlighted the post terrorism safety guidelines for the luxurious hotel brands after analysing long-term effect and luxury–security balance scores, which is 3.68. Trust on the safety preferences has boosted visitation and recommendations practices by the frequent visitors. The regression analysis test has evaluated that media coverage and advertisement cannot increase the recognition of hotels in Mumbai, Brussels, and Paris after the terrorist incidents. Crisis communication, service, and security have rebuilt the engagement of visitors by actively maintaining their loyalty. The concept of clear protocols and communication process has been reflected in the study to ensure effective guest experience and reduce consequences.

Chapter five consolidates the results of this research by directly connecting them to the original study objectives. It examines how terrorism changes hotel brand perceptions, trust, safety, and images and evaluates the findings within the context of the recovery trajectories in Mumbai, Paris, and Brussels. Finally, it presents limitations, future research avenues, and practical recommendations to improve hospitality crisis management.

Acknowledgement

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Chapter 1: Introduction

1.1 Background of the research

Terrorist threats are a major global issue, and their consequences are not only the short-term losses of human and material goods but also the draining effects of this issue in terms of other industries, such as the hospitality industry (Al Amosh, 2024). Hospitality will also be one of the most susceptible industries, being the one that is based on the safety, comfort, and trust perceptions. The Global Terrorism Database (GTD) has reported more than 8,300 terrorist incidents across the world in 2022, of which a significant percentage relates to the areas of hospitality (hotels, resorts, and other tourist attractions) (Global terrorism database, 2025). Such attacks usually cause sudden losses in tourism and days of darkening the reputation of destinations and hotel brands. This has been because consumers are likely to attribute risk to particular areas or brands, irrespective of their perceived level of safety precautions. Realising cities such as Mumbai, Paris, and Brussels are still experiencing their regains and recurring dangers, the need to identify the role of terrorism in brand perception has now adopted the role of critical brand strategic management decision-making in hospitality.

Mumbai, the commercial capital of India, has suffered a series of high-profile terrorist attacks so significant that it has impacted the hospitality industry in that city (Krishnamurthy, 2024). The most distinguished one was the Mumbai attacks of 2008, where 10 simultaneous shootings and bombings occurred during four days; the targets were luxury hotels such as the Taj Mahal Palace Hotel and the Oberoi Trident (den Heyer, 2023). These attacks included more than 170 people being killed and substantial worldwide publicity. Although the Taj brand was later commended as a resilient and heroic brand, the short-term effect was the tarnishing of the brand, especially at the international front, especially in the West. Years were attributed to the revival, rebranding, new security, and governmental assistance. In 2010, a report by the Federation of Hotel & Restaurant Associations of India (FHRAI) showed that hotel occupancy fell in Mumbai by 20% during the year after the attacks (Indian Hotel Industry Survey, 2025). The incident also transformed how Indian hotels communicated on the issues of crises and safety measures, and it became an example for other international hotel chains.

The disruptive nature of terrorism has also happened in Paris, which is another tourism destination across the world. The Bataclan massacre and the organised shooting of the Paris attack in 2015 witnessed the killing of 130 people in Paris. They shocked the hospitality and tourism industries of the city (U.S. Department of State, 2025). There was a decrease in world tourism arrivals to France in 2016, which was -7% based on the French Ministry of Foreign Affairs (Berdiyev, 2022). Accor and Marriott, among other major hotel chains, reported lower occupancy and revenue during several weeks after the incidents. The image of Paris as a safe romantic retreat was changed by an image of fear and helplessness. Similarly, Brussels also underwent the same setback, especially following the March 2016 bomb attacks at the airport and metro station that killed 32 people and wounded more than 300 (BBC News, 2025). According to the Belgian Hotel and Restaurant Association, bookings in Brussels declined by 35% in the months following the attack (Members, 2025). These two cities, albeit different in culture, have one issue in common: re-establishing brand trust amid increasing security-related concerns.

1.2 Research aim, objective, and question

1.2.1 Aim

This paper's main aim and goal is to identify terrorist attacks that can influence hotel brand perception, especially consumer trust, brand image, and safety perception by analysing the case studies of Mumbai, Paris, and Brussels.

1.2.2 Objectives

In order to achieve the principal aim, the research will also cover the following objectives:

- To measure different consumer perceptions of hotel brand, trust image, and safety after high-profile terrorist incidents in Mumbai, Paris, and Brussels
- To compare and contrast the different brand perceptions and outcomes across the three different cities by identifying the pattern of terrorism and consumer response to it
- To identify the role of crisis communication, visible security measures, and brand recovery strategies after the terrorist attacks in Mumbai, Paris, and Brussels
- To examine the challenges faced by the hospitality management during the crisis of terrorist attacks in Mumbai, Paris, and Brussels

1.2.3 Research Questions

Main Research Question

How have the major terrorist attacks in Mumbai, Paris, and Brussels affected customer perception of hotel branches and safety, and to what extent to crisis communication in the hospital sector been showcasing how to come back to a typical situation in these three cities?

Sub-Questions

1. What is the level of consumer perception regarding hotel image, safety, trust, and revisit intention after the terrorist attacks in Mumbai, Paris, and Brussels?
2. How do brand perceptions differ across the hospitality market of these three cities in response to terrorism incidents and consumer responses?
3. Why can crisis communication strategies showcase the visible security measures and brand recovery initiatives to bring brand trust and safety?
4. What challenges can the hospital management face in retrieving its reputation and consumer trust after the terrorist attack?

1.3 Research rationale

The rationale of research lies in the consideration of different aspects that are associated with terrorism at a global level, drawing a significant focus on Mumbai, Paris, and Brussels. Quite recently, terrorism has become a world concern, where it is on the increase in urban populations and destabilising the economy. The hospitality industry is highly susceptible to such attacks, as consumer confidence, safety, and a lack of a fluid experience are critical. In the city centres such as Mumbai, Paris, and Brussels, physical damage has affected hotels, coupled with reputational damage that has seen a massive decline in the occupancy rates and revenue generation. These cities are chosen based on their international profile, the history of past terror attacks, and the economies' reliance on tourism. How terrorism influences the perception of hotel brands in such venues can be a pertinent guide to risk and brand management anywhere in the world.

Although the impact of terrorism on the economy and social aspects is relatively common in the literature, the literature on the effect that terrorism has on a brand, and more specifically in the hospitality industry, of the hotels of Mumbai, Paris, and Brussels. The perception also contributes to customer choice and loyalty, especially in service-oriented businesses such as hotels. One violent or employee crime incident is sufficient to blur the brand image that some companies have established over decades. This research, in a bid to bridge the research gap, will aim to find out and compare perceptions of hotel brands in Mumbai, Paris, and Brussels after the terror attack. The key intelligence pertinent to the intentions of brand strategists, marketers, and the crisis response teams of hospitality is to evaluate consumer sentiment and behavioural transformations as a response to the attacks.

1.4 Problem statement

The key problem of the research lies in assessing the key reasons behind terrorism at an international level. The subsequent increase in the number of terrorism cases is a significant

concern in recent times. Regarding this, the research will be analysing the problem regarding the hotels of Mumbai, Paris, and Brussels, and the relevant strategies that can be adopted to mitigate it.

1.5 Methodological overview

The philosophy of this research is positivist, which relies on the observable, factual, and measurable data. It falls in line with the objective of the present research study, which is to determine the quantifiable effect of terrorism on brand perception within the hospitality sector in cities of Mumbai, Paris, and Brussels. Positivism is objective and scientific, since the analysis is fixed on the patterns and trends in consumer responses. Verification of the existence of theories regarding the terrorism impact on branding is carried out with the help of a deductive method through the collection of new empirical evidence. This is further facilitated by the descriptive research design since it facilitates an in-depth and systematic study of the actual responses to specific past incidents, especially in a hotel environment.

The main quantitative research approach will be adopted, where primary information will be taken directly from the hotels' customers who have gone through the hospitality environment in these cities. The research will form a set of 20 closed questions, in which the participants will be graded on a scale of five on a Likert scale based on their attitude, perception, and emotion concerning hotel brands following the terrorist attacks. Finding answers involves collecting data through Google Forms for ease of use and access. A random sample of 180 persons will be drawn to represent the sample in various demographics. This design allows comparisons to be made between the three cities, and it also maintains standardisation in the data format and measurement scale.

Inclusion and exclusion criteria are evident in the research to narrow down the people. It will include only those people who, previously and after the 2008 attack, have visited the Taj Hotel and can understand English. Guarantees relevancy and an informed answer. Those failing to comply with such criteria will not qualify as participants, including those unfamiliar with the English language or those who have never stayed at the given hotel. This selection will take place with much caution, such that the participants have a first-hand experience of the environment in the hotel during a period of terrorism and will, therefore, make their responses about the changes in perception about the brand over the years more valid. The statistical evaluation will be conducted with the help of SPSS software, which enables a thorough data analysis. The Likert

response scale will be coded on a numerical scale, and the descriptive statistics, like mean, frequency, and standard deviation, will be calculated. However, inferential statistics can also be used to compare cities and detect important trends or differences. A reliable, replicable, and objective analysis of the acquired data is guaranteed by SPSS. Such a systematic and evidence-based approach contributes to the general purpose of finding out which degree to of the appearance of terrorism leadership to the brand perception of a hotel, and at what scale certain peculiarities of each researched place tend to appear

1.6 Research Structure

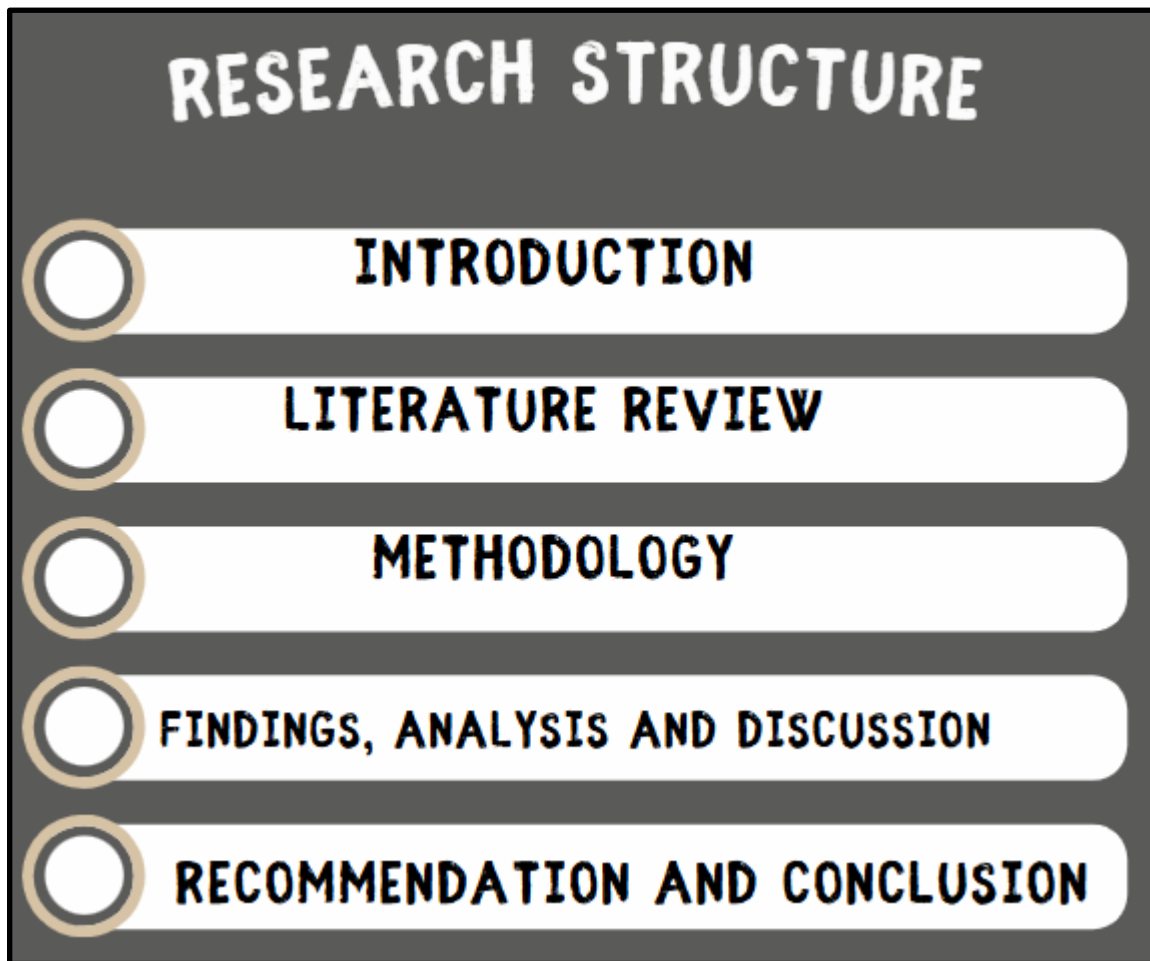


Figure 1: Research Structure

(Source: Prepared by self)

1.7 Summary

The concerned chapter of research indicates the effect of terrorism on hotel brand perception concerning Mumbai, Paris, and Brussels (three major cities in the world that have witnessed major terrorism attacks). Based on the positivist paradigm, deductive research methodology, and descriptive research design, the study will gather primary quantitative data using Likert-scale questionnaires that 180 participants will fill out. Among the objectives, it is important to mention identifying the causes of terrorism, determining its impact on brand value, and proposing a strategic response for the hospitality industry. The data analysis results will be conducted using SPSS, which will expose patterns in consumer attitudes and brand trust after the crisis. The findings will support the hotels on how to regain their brand reputation and improve resilience in the terrorism prone places.

Chapter 2: Literature Review

2.1 Introduction

This chapter is designed to critically review existing literature concerning the intersection of terrorism and hotel brand perceptions. In the advent of global connectivity, the tourism sector is subjected to terrorist attacks, which have the potential to impact victims but also are known to destroy long-term aspects in terms of safety, security, and trust. Critical external shocks can be effectively illustrated when encountered by tourist destinations, where terrorism has become a considerable threat in recent decades, and consists of several alarming factors. This chapter seeks to explore empirical evidence supported by comparative analysis, and existing research gaps or theoretical frameworks are crucially identified. Additionally, the review is foundational in understanding how the hospitality sector responds to terrorism-related crises and how recovery strategies evolve across diverse global contexts, keeping pace with changing consumer perceptions. This literature review is thus facilitated with an integrated support towards the area needing further analysis.

2.2 Empirical Evidence

Impact of Terrorism on the Hospitality Industry

Terrorism is a significant threat to global travel and tourism, as it poses a negative impact on the hospitality industry. Akamavi *et al.* (2023) stated that hotels the terrorists can target tourism areas due to a diverse number of tourists and cultural values. The attacks result in physical damage and inflict psychological trauma, which affects consumer behaviour and perception of safety. In the words of Krajňák (2021), the hospitality sector depends on tourists and is vulnerable during the attacks. Even isolated incidents can lead to widespread cancellations, travel restrictions, and long-term brand damage for hotels directly or indirectly associated with terror-stricken locations.

According to Sun *et al.* (2022) economic repercussions of terrorism on the hospitality industry are substantial. The influx of tourist arrivals tends to decline sharply, affecting the sector's occupancy rates, revenue loss, and job insecurity. Martin (2025) states that the 2008 Mumbai attacks disrupted the City's luxury hotel market, particularly impacting the Taj Mahal Palace Hotel. Similarly, a case study attack 2015 led to an estimated €750 million loss for the French tourism industry in the following months. The cases underscore acts of terrorism, both influencing hotel profitability and regional economies.

Yacoub and El Hajjar (2021) opined that financial losses are inevitable due to the severe damage and issues caused to hotel destinations. It severely damages the growth and travel accommodations, leading to a history of attacks. Safety is a key aspect that influences a majority of decisions and also impacts luxury and price. In the words of Grigoriadis *et al.* (2025), media coverage of terrorism, which also affects tourist destinations, influences hotel bookings. It should be noted that vulnerability poses a greater challenge than the physical issues influenced by tourism businesses. It further involves the diversity and culture of the individual. These aspects negatively impact the development of the future development of the industry. The consequences of terrorism are severe and can lead to a clash in cultural values that negatively affect the growth and development of the tourism systems. It is further known to disrupt the booking systems and the economic aspects related to the development of the operational activities for the systems.

Terrorist incidents affect consumer trust and brand image. In the words of Agarwal *et al.* (2021), hotels impacted by terrorism face a credibility crisis as guests question the brand's ability to provide safety. Building brand trust and loyalty is imperative for transparent communication and visible recovery efforts. The Brussels airport and metro bombings in 2016 faced brand reputation challenges, despite not being directly targeted. Consumers generalised risks across regions, which can negatively impact hotels far from the attack site. Brand loyalty and reputation are significant in building consumer trust. It is necessary to understand the implications relevant to the purpose of the same, leading to a loss in consumer trust and growth.

The impact of terrorism also influences operational strategies within the hotel industry. Anichitiet *et al.* (2021) opined that hotels revamp their crisis preparedness plans, incorporating comprehensive security measures such as surveillance systems, security personnel, baggage screening, and emergency protocols. These actions are essential and balanced with preserving guest comfort and hospitality for hotel operators. As opined by Bandyopadhyay *et al.* (2024), the over-securitization creates an unwelcoming environment, which leads to a turnover in the number of guests. The hospitality industry should invest in discreet and effective security technologies and staff training to manage emergencies while maintaining a reassuring atmosphere for managing the hospitality systems.

As stated by Jamil (2024), psychological implications are faced by hotel employees and management, which undermines the process of booking. Hotel staff are faced with traumatic experiences during such incidents, from fear and panic to direct physical harm. As opined by

Anguera-Torrell and Boto-Garcia (2024), post-attack, employees experience anxiety, PTSD, or moral dilemmas about working in a dangerous work environment. It affects staff morale and impairs service quality, which involves the business. Human resource departments are increasingly focusing on post-crisis counselling and mental health support. It is significant as employees have become a fundamental part of hotel recovery strategy, recognizing that staff are essential to maintaining operations and customer satisfaction.

Terrorism threatens the hospitality industry and influences the financial stability, consumer perception, brand trust, and employee welfare. M Elshaer *et al.* (2024) state that hotels that have been targeted before are at a higher risk, and it is helpful to integrate proactive crisis management. This involves visible security investments, effective communication strategies, and mental health support for staff. The resilience of the hospitality sector emphasises physical reconstruction and its ability to adapt to shifting consumer expectations to restore traveller confidence. The hospitality sector should perceive terrorism not as an isolated threat, and not as an ongoing risk requiring strategic responses.

Impact of terrorism on consumer perception, brand trust, image, and safety in the tourism industry

Tourism is crucial in consumer perceptions, destination image, safety, brand trust, and loyalty. Perceived factor is an element that influences travel decisions and brand evaluation within the tourism and hospitality sectors. Fauzel and Seetanah (2023) examined tourist behaviours in conflict-sensitive destinations like Southern Xinjiang and found that perceived safety strongly influenced tourist decision-making. Tarlow (2021) states that tourists avoid unsafe areas and are unlikely to visit or recommend the destinations.

The effects of the tourist activity are higher among first-time visitors or those with limited exposure to the destination, stating that perception overrides reality in tourism.

In the words of Yang *et al.* (2022), the image of a tourist destination comprises cognitive, affective, and conative dimensions, which are key mediators of the relationship between perceived safety and travel behaviour. According to Asyraff *et al.* (2024), the aspect of cognitive image implies the belief of tourists' beliefs regarding the destination, and the affective image relates to emotional responses that are aspects such as excitement, relaxation. Rejet *et al.* (2025) opined that conative image reflects behavioural intentions such as the likelihood of visits and

recommendations. The factors interact dynamically, where a positive cognitive assessment of safety leads to favourable emotional responses, thus increasing the possibility of future engagement with the brand or destination. Research also highlights the role of consistent messaging and clear branding strategies to mitigate damage caused by adverse events, including terrorism or political instability, by boosting brand image and development.

Brand trust and brand image are essential in building consumer loyalty after crises. Osiak and Szente (2024) conducted a quantitative study and perceived that brand trust and image were statistically significant predictors of brand loyalty. Consumers and their perception of brand, transparency, and safety-consciousness were likelier to remain loyal, even after encountering adverse media reports or experiencing nearby safety incidents. This is relevant in high-risk environments as travellers depend on intangible cues, such as online reviews or visible safety protocols. It provides a perception of trustworthiness and reliability before purchasing services.

Perceived safety helps build consumer trust in tourism. Research by Laaksonen and Varga (2024) highlighted that tourists depend on safety protocols such as government travel advisories, local security presence, and online feedback. It is crucial for the evaluation of a destination or hotel. The aspect of perceived safety is not procured from personal experience but from experiences highlighting the need for hospitality providers to manage their digital reputation. Safety perception is unlinked to risks and encompasses data privacy and service reliability, which are necessary and contribute to holistic brand trust in modern tourism.

The presence of social media and electronic word-of-mouth (eWOM) affects consumer trust and perception. Kaszás (2025) argued that online platform reviews affect tourists' confidence in hotels and destinations. Positive reviews with cleanliness and high service reliability enhance brand image and trust. Malodia et al. (2025) opined that negative reviews damage consumer confidence. These dynamics are particularly evident in emerging markets, where institutional trust may be lower, and consumers depend on peer experiences to guide decision-making. The study reflected that interactive engagement with reviews, such as hotel responses, improves consumers' perception of brand accountability and professionalism.

Hospitality service providers must enhance safety, trust, and loyalty. Lakhoua et al. (2021) said that safety perception influences destination image and increases tourist loyalty. The findings indicate that tourists are discouraged by perceptions of the attack. Strong branding and visible safety measures realign the brand image and restore consumer confidence. The role of prior

experience has been seen in the case of repeat visitors likely to maintain a positive perception despite negative media coverage. It also states that first-time visitors require additional reassurance through marketing and crisis communication.

It should be noted that Yang *et al.* (2022) opined in research that the interconnected influence of tourism safety perception, destination image, brand trust, and consumer loyalty is compromised during a terrorist attack. Tourists evaluate destinations and hospitality services based not only on personal experience and perceived risks, brand consistency. Aspects such as media reports or online reviews affect consumer trust and loyalty. Building and maintaining brand trust requires high-quality service and visible commitment to safety, proactive communication, and the ability to recover from crises. As global risks continue to shape travel behaviour, the destination managers and hotel brands must safeguard the hotel's branding.

Comparative Analysis of Terrorism Incidents in Mumbai, Paris, and Brussels

The Mumbai attacks of November 2008 targeted the renowned hotels such as the Taj Mahal Palace, Oberoi, and Trident. In the words of Naaz *et al.* (2025), the attack negatively influenced global hospitality and the security systems. Thomas (2024) opined that these terrorist attacks have a lasting influence on hotel resilience frameworks in emerging markets. It revealed that consumer trust and brand image for affected hotel brands suffered dramatically, reflecting the security failures. The brands must develop recovery strategies within the workplace morale, employee trauma, and customer scepticism, grounded in visible security upgrades and public communication campaigns.

According to Rodde *et al.* (2024), the coordinated jihadist attacks on November 13, 2015, in Paris, including the Bataclan theatre, cafés, and stadium sites, harmed tourism and hospitality. Wagner and Petev (2024) noted that most Parisian hotels saw a RevPAR decline of 11% in late 2017 despite aggressive city recovery efforts. A research study confirmed airline arrivals dropped sharply, as tourists shifted to alternate entry modes such as rail, to avoid hotel losses. The Paris hotels experienced occupancy declines of 13% in the three months post-attacks. The ADR (average daily rate) initially fell modestly before rebounding. The hotel sector required three to six months for stabilisation, to gain overall consumer perception and trust metrics. According to van Zijldewijn (2025), the bombing at Brussels in 2016 hit Brussels Airport and Maalbeek metro station, which inflicted sharp short-term declines in tourism and hospitality. Fijnaut *et al.* (2022) stated that hotel RevPAR fell by 19% within 11 months post-attacks and remained below pre-attack levels 7%

deficit into late 2017. The occupancy dropped by 62% immediately after the City's 2015 lockdown. The [peer-reviewed data indicated that recovery in Brussels is similar to the competitive pattern in London and Madrid. The initial steep drop, gradual occupancy rebound, and stable ADR further led to reputational damage. Consequently, Bradford (2020) revealed that Brussels faced persistent impacts compared to Paris, due to repeated shocks and the public association of Brussels with European-institution threats.

The comparison of the impact across the three cities emphasises distinct temporal and magnitude differences. Brussels experienced a significant drop in hotel performance metrics, occupancy, ADR, and revenues. The damage recovery took over four years post terrorist attacks. The terrorist attack at Mumbai influenced subsequent expectations around crisis preparedness, especially in luxury hospitality. A difference in 29 European cities reports that hotel demand fell by 10%, ADR by 17%, occupancy by 8%, and revenue by 27% in affected cities. Similarly, the attack was acute in Brussels and Nice, compared to Paris. The study reflected that cities hit by multiple jihadist attacks (like Brussels) suffered a reputational fallout.

Consumer perception and brand trust are further compromised post terrorism attacks. George (2025) stated that safety failures at legendary hotels in Mumbai led to a decline in global trust in Indian luxury hospitality. It also led to a reform in crisis management and branding strategies. In the context of Paris, public trust rebounded and was sensitive to media framing and digital word-of-mouth. The hotels launched visibility campaigns that focused on enhanced security and emotional solidarity. Brussels and the tourism sector faced international audience warnings and media coverage of Brussels as a high-risk zone. It negatively influenced brand image across local hotels and indicates that rebuilding trust in Brussels needs high investments in crisis communication, public relations, and coordination between city authorities and hotel associations.

It was noted that recovery dynamics were different for the cities. King (2024) revealed that London and Madrid recovered from terror shocks within nine to twelve months, whereas Paris and Brussels were subjected to the consequences of a bad reputation. The hotel occupancy and brand image were driven by rebuilding efforts and global solidarity messaging in the case of Mumbai. Swift crisis governance was undertaken for Paris's moderate recovery. In the case of the research, Brussels experienced more prolonged disruption due to repeated shocks and lockdown perceptions. According to Fearn-Banks and Kawamoto (2024), even as hotel performance metrics were high, and led to destination image erosion and consumer wariness.

The comparative analysis of the terrorist attacks revealed the magnitude, recurrence, media framing, and local governance that shaped long-term impacts on hotel brand perception, safety trust, brand image, and recovery pace. Mumbai catalysed foundational changes in hotel security framing globally. It should be noted that Paris demonstrated a resilient and protracted recovery tied closely to tourism trust rebuilding. However, there lies a gap in the security of these measures and their role in building brand image for the business. Brussels suffered longer-lasting reputational damage that required a coordinated brand and crisis strategy. The findings illustrated effective recovery on operational metrics like occupancy rebound and restoring the trust and safety of the tourists

Factors affecting communication, security, and brand recovery within tourist areas post terrorism

Tourism is a vulnerable sector and is subject to terrorism due to its dependence on perception, safety, and reputation. A tourism incident in a tourist area hampers the immediate safety of travellers, the reputation of the destination, and the trust in local governance. Three critical areas under strain following such an incident are communication, security, and brand recovery. Yang *et al.* (2021) stated that it is crucial to address factors and restore travellers' confidence, attracting visitors to the destination, and ensuring such events are prevented.

Effective communication is the key to the management of crisis response in the aftermath of a terrorist attack in a tourist area. Dogrun- Dastan and Tütüncü (2024) state that proper information management influences public perception and recovery speed. The initial process of transparent communication from local authorities, emergency services, and tourism boards is vital for the development of the business. It revolves around updates of the situation and instructions for affected tourists, which include safety zones, hospital contacts, and transport arrangements. In the words of Fearn-Banks and Kawamoto (2024), inconsistent or delayed communication develops a vacuum followed by misinformation on social media. The rise of digital platforms implied that official bodies and media outlets are vital to provide accurate, real-time updates. It is crucial to have a pre-established crisis communication plan that outlines roles, responsibilities, and protocols necessary for a coordinated response. It should be noted that balancing empathy for victims with a show of resilience and control would boost brand loyalty and communication. Agarwal *et al.* (2021) indicated that post-attack, tourists are suspicious and avoid visiting these destinations,

which causes a drop in profit and influx of customers. A proactive security area is crucial as it deters potential threats and reassures visitors to undertake bookings. It revolves around increased police patrols in public places, stricter surveillance at key tourist sites, and improved emergency response infrastructure. In the words of Asaka et al. (2021), excessive security measures deter tourist interactions and lead to less management of the systems.

Alpaslan and Firgo (2025) expressed the challenge of maintaining safety measures to build a safe place for the tourists. The sector should adopt better intelligence sharing between agencies, upgraded airport and transport terminal security, and professional training for frontline workers like hotel staff and tour guides. These systems would boost the development of the tourist experience. Local governments must also work closely with international security agencies to ensure that risk levels are continually assessed and appropriate action is taken.

The concept of brand recovery refers to the restoration of a negative reputation due to unforeseen events or crises that influence the customers. It is regarded as a long-term process due to terrorist attacks in tourism. George (2025) highlighted that the brand image of a destination can be severely damaged, even if the actual risk diminishes quickly. It is also impacted by media, traveller reviews, and government travel advisories. The negative portrayal of the destination lasts longer than the actual threat and affects the company's brand image. Destination marketing organisations (DMOs) and tourism boards must launch recovery campaigns to shift the aspect and ensure consumer growth and development. It revolves around security improvements, promotion of the community, and engagement with tourists through customer feedback. Media partnership is crucial for a destination, as it emphasises culture, beauty, and the efforts to ensure safety. Special promotions, airline discounts, and even tourism can incentivise travel. Consequently, local communities in the brand recovery process must create trust between the destination and potential visitors.

Terrorist attacks affect communication systems, security frameworks, and brand identity. In the words of Bradford (2020), a successful response and recovery depend on three aspects, which are considered an immediate aftermath and affect the business's reputation. Developing clear, consistent, and compassionate communication to manage fear and misinformation is essential. The use of security measures ensures safety without undermining the tourist experience. Brand recovery exhibits strategic marketing, community involvement, and international partnerships to restore the destination's image.

Challenges faced by the hospitality management during terrorist attacks

According to Akamavi *et al.* (2023), terrorist attacks exert immense pressure on hotel management that reverberates across operational, psychological, and strategic domains. Studies highlight that the hotel industry can be classified as a critical component of the tourism ecosystem that is highly susceptible to direct, indirect, or induced consequences of terrorism. Indirect effects of attacks associated with emergency management procedures diminish tourist confidence by altering trouble patterns. A spillover effect can be explained by indicating that terrorist incidents in one geographical location can adversely influence entire hotel operations in nearby or even distant regions due to risk aversion and generalisation of regional insecurity. Cogan and Mishra (2021) suggested that terror-related challenges intersect with long-term strategic concerns such as halted expansion projects and reconciliation of geographic diversification strategies, especially for hotel change. This is characterised by disruptions due to heightened country risk profiles and geopolitical unrest, further compounding that the operation will strain existing hotel assets.

In contrast, Cruz-Milán (2022) notes that in some instances, tourism demand may rebound in the form of dark tourism, where travellers are drawn to sites of past tragedies. This is critically aligned with various complex emotions, including curiosity, the desire for education and learning, and remembrance or commemoration. Some visitors are often drawn with interest to gain insights into the fragility of life and the resilience of the human spirit in the face of tragedy. In these phenomena, hotel managers are responsible for Ethical management to ensure that these sights are approached with sensitivity and respect, avoiding trivializing the tragedies or causing further distress to survivors or local communities. These destinations demand accurate presentation and nuanced narratives to ensure historical significance is intact, acknowledging that different communities and individuals may have different interpretations and perspectives regarding the events.

Skinner (2021) suggested that reputation rebuilding is complicated in the aftermath of terrorist attacks, which can be considered another critical concern. The profound challenges lie in the tourism landscape, already strained due to negative perception and socio-cultural tension. The study highlighted that large hotels, often all-inclusive and disconnected from local heritage, may struggle with public scepticism, especially in destinations already criticised for the commodification of culture of mass tourism; the place branding efforts associated with the aftershock impacts are often top-down and fail to consider all stakeholders' interests, especially residents, meaningfully. It is difficult to restore the destination image without genuine engagement

if they promote tourism growth, lacking prominent structural efforts. This sheds light on the immense influence on customer decision-making regarding travel stays that may share content inconsistent with national branding strategies, complicating the whole attempt to control the narrative after a crisis.

Dogru-Dastan and Tütüncü (2024) stressed that the 2016 terrorist attacks in Brussels targeting Zaventem Airport and Maelbeek metro station have profoundly impacted the hospitality industry of the City. This event disrupted Europe's most visited City, causing 32 civilians to be killed and over 300 people injured, triggering a sharp drop in visitor arrivals and Hotel occupancy rates. The hospitality sector accounted for over 28000 jobs in 2021, roughly 70% of tourism-related employment. The City has 465 licensed accommodations with 44487 beds and a strong infrastructure servicing business travellers or leisure. The attack caused inevitable cancellations, prolonged booking freezes, and slashed occupancy rates. This phenomenon impacted staff rules through layoff, reduced working hours, or forced retention, especially in high tourism zones that depend on international travellers.

Canayaz and Darendeli (2024) highlighted a significant psychological impact related to job security in the terror-attacked regions, where the perception built related to the area was unsafe. In Brussels, visitor arrivals dropped 2.83 million in 2016, showing visitor numbers plummeting due to terrorism and combined global safety concerns. In the context of long-term impact, the study demonstrated that staff reported increased closeness and anxiety as hotels implemented new security checks and health protocols. Lower recovery rate led to reputational damage to the area, compounding emotional strain on hotel workers. These impacts highlighted the need for crisis preparedness and resilience training among hospitality workers. To rebuild the required tourist trust, reinforcing the importance of supporting employees to boost staff morale and job security through emotional and economic recovery initiatives is essential.

2.3 Theoretical Frameworks

Risk Perception Theory

Risk perception theory is an innovative aspect that defines potential threats by acknowledging how it is perceived or judged (Tso et al., 2021). This theoretical concept emphasises personal judgment often influenced by media, emotions, or social context rather than factual information.

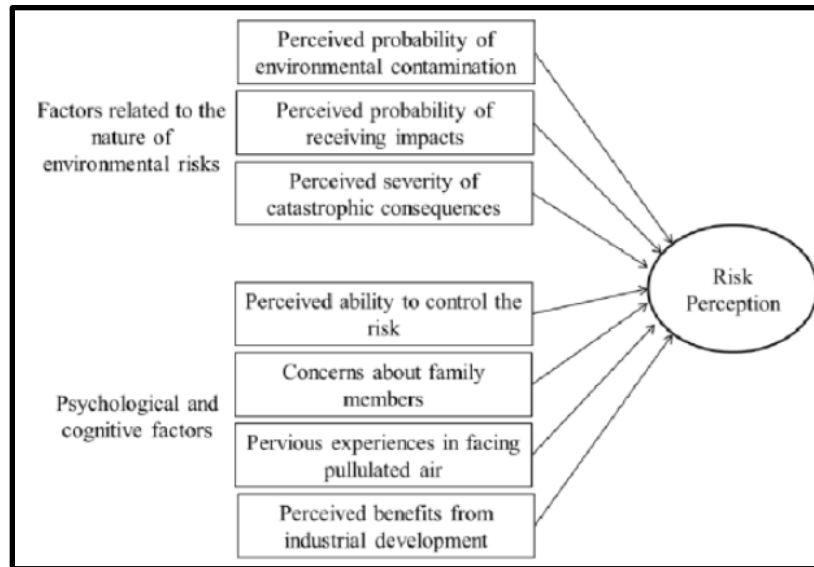


Figure 2: Risk Perception Theory

(Source: Janmaimool and Watanabe, 2014)

The relevance of the theory is considered by its capability to examine consumer behaviour in the hospitality industry caused by terrorism or the fear of attacks. This aspect is defined by a subjective nature varying based on an individual's emotional and contextual differences. Cognitive factors related to the terrorism context cannot be avoided, with distinct information processing capabilities affecting risk evaluation. In this context, a considerable challenge for hotel brands operating in destinations affected by terrorism can be highlighted, with perceived risk becoming a more dominant force in decision-making rather than actual or statistical risk (Najar & Rather, 2023) and explained by the phenomenon that despite efforts put in by hotel brands related to upgrading security protocols or increasing safety regulations, a persistent perception of danger can erode customer trust due to an emotional response to fear of recurrence and visual reminders of the attack, such as news footage or damaged infrastructure.

Situational Crisis Communication Theory

Situational crisis communication theory, developed by Coombs, provides a structured framework that categorises crises based on three classes: accidental crisis, natural disaster, or intentional risks. The theoretical concept outlines specific crisis responses by selecting appropriate measures based on the perceived responsibility of the phenomenon (Macnamara, 2021). A broader consideration of response strategies in diminishing, rebuilding, denying, or bolstering is highlighted by the concept intended to minimise reputational harms.

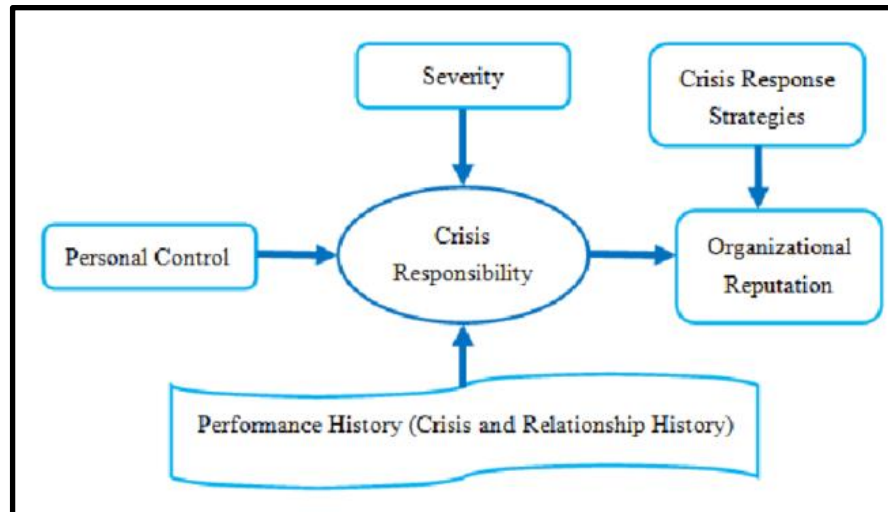


Figure 3: Situational Crisis Communication Theory

(Source: Masoud, 2014)

This theory critically represents the communication of Hotel managers during and after a crisis, emphasising the degree of organisational responsibility perceived by the general public. Based on the theory, terrorist attacks are a level of intentional risk that is classified within the victim cluster, that are a significant cause of making hotels suffer reputational damage. Additionally, this theory highlights the role of media as a key component in shaping public perceptions by indicating that traditional and social media are primary sources through which stakeholders learn about the crisis, underscoring the need for proactive media engagement (Malecki et al., 2021). Drawing reference from apologia or impression management, this theory strongly emphasises deflecting blame, where crisis communication is deeply infused within crisis management, focusing on messaging before, during, or after the event. Transparent updates by a press release and direct communication channels are crucial for hotel chains to communicate appropriately with customers, avoiding speculations or loss of brand loyalty.

Brand Equity Theory

Brand equity theory attempts to quantify the intangible value a brand has the potential to add to a service or product while considering customer preferences compared to an identical aspect without recognition. This model defines equity as a set of assets and liabilities that symbolise the value of a product or service to the extent to which customers recall days as a part of a specific category (Sadyk & Islam, 2022). The theoretical concept is deeply rooted in cognitive psychology and information economics, reflecting consumers' perceived value of a brand through dimensions like social science and loyalty.

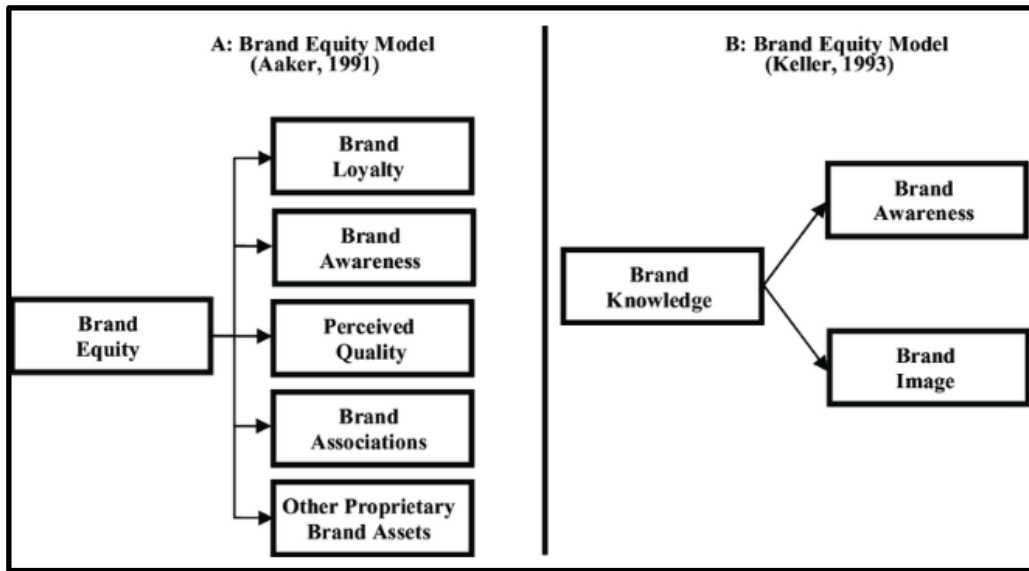


Figure 4: Brand Equity Model

(Source: Atilganet *al.*, 2009)

In the practical context, the theoretical understanding leads to a pre-established brand equity better equipped to withstand such reputational shocks. These hotels often have loyal customer bases, clear communication frameworks across all levels, and well-defined brand identities that allow them to respond swiftly and credibly in risk situations such as terrorist attacks. Consistent branding approach combined with empathetic crisis communication in global interactions complements customer involvement while increasing brand-based equity (Van Steenburgen *al.*, 2022). The foundation in mitigating long-term damage and accelerating recovery by reinforcing reliability in the eyes of guests and stakeholders, which can remove fear or insecurity following a terrorist attack.

2.4 Conceptual Framework

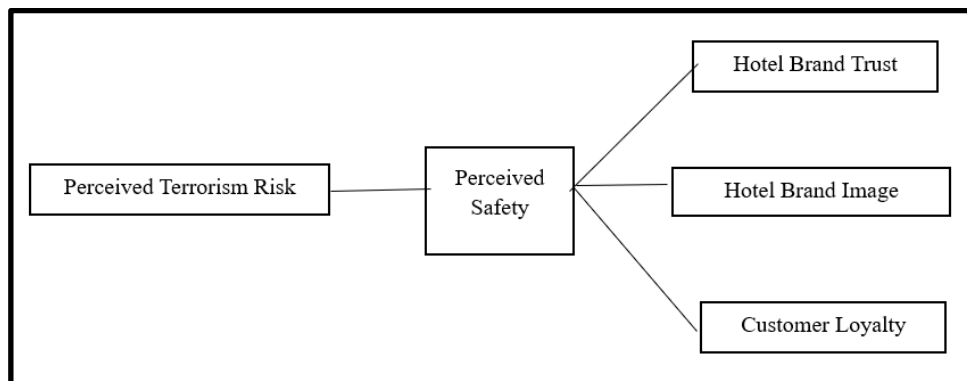


Figure 5: Conceptual Model

(Self-Designed)

The above-attached diagram represents a conceptual model based on the research context of understanding the impact of terrorism on brand perception. The model represents the relationship between perceived terrorism risks acting as an independent variable, perceived safety, and key brand equity components such as trust, image, and loyalty acting as dependent variables within the hotel industry. The contextual significance is defined by the model that proposes perceived terrorism risk influences how safe customers are when considering staying at the hotel. The subjective perception of safety describes the situational threats regarding tourists' emotional, environmental, or physical feelings.

Forms a sync between perceived safety and brand outcomes, where customers' feelings of lower safety levels result in lower trust and weakened brand image. On the contrary, high levels of perceived safety within even a highly rated environment can facilitate brand rebuilding efforts while maintaining loyalty. The model establishes the importance of strategic communication in specifying risk management, which is supported by consistent safety measures for shifting consumer perception from real-time risks. Overall, the framework provides a structured principle for evaluating terrorism-related threats and their impact on long-term business performance that significantly explains customer relationship intricacies within the hospitality sector.

2.5 Literature Gap

Existing literature clarifies the negative repercussions of terrorism in the hospitality sector while highlighting the consequences of declined tourist arrivals or revenue losses. The research also constructs ideas regarding the impact of perceived safety on consumer spending or destination image, where media-based influences are predominant. However, there are significant gaps associated with macro-level consequences within tourism statistics depicting economic downturn and levels of emotional disruptions. Several authors have overlooked the response categories and their impacts on perceptual considerations, primarily derivative from destination image. In the domain of micro-level psychological aspects, covering distinctive alterations within the hospitality sector due to terrorism post-effects across different geographical contexts is limited.

While studies touch upon brand equity, consumer trust, or crisis communication, limited comparative investigations explore consumer response to tourism. In the global perception highlighted by terrorism events across Mumbai, Paris, or Brussels, there is a notable gap in

understanding tourism profiles for each case, which have distinctive socio-political narratives. The theoretical application also demonstrates the trend of researchers taking terrorism as a singular event while overlooking the long-term branding implications of such incidents. Thus, the study addresses those gaps by bridging the disconnect between sustained customer trust and crisis events.

2.6 Summary

This chapter explains the multifaceted impact of terrorism on the hospitality industry by drawing reference from existing research. The risk factors were emphasised on financial, operational, reputational, or psychological consequences where terrorism has been disrupting travel patterns by instilling fear. In the hospitality sector, several empirical cases have been highlighted to signify plummeted customer trust and loyalty, causing severe revenue loss and a lack of brand image for risk generalisation. Employee well-being and productivity in terms of hotels experiencing such post-attack consequences guide to traumatic response and burnout, causing severe psychological harm. The literature identifies that consumer trust is often driven by perceived rather than actual risk, which is influenced by government advisories, media framing, or online reviews. Ethical and sensitive management related to dark tourism has been highlighted to depict in-depth sector resilience and how these events require proactive crisis preparedness. Transparent communication of the hospitality sector, supported by efficient crisis communication, has been shown to form long-term consumer behaviour in terror-affected hospitality environments.

Chapter 3: Research Methodology

3.1 Introduction

This chapter outlines the methodological framework adopted by this research to investigate terrorism's impacts on hotel brand perceptions across major global cities. The chapter will describe specific techniques chosen for analysing the hospitality sector impacts of terrorism while justifying them against key areas. The research onion will support this research's methodological context while suggesting specific measures compounding quantitative aspects for international travellers' responses. The critical purpose of this chapter is resolved by aligning the process with objectives and ensuring that the current research is organised and replicable, maintaining gradual integrity.

3.2 Research Onion

The research onion model proposed by Saunders enables systematic structuration of methodology by inherently defining interconnected layers (Gamage, 2025). This framework facilitates critical assessment of research context in the note of the nature of knowledge, assumptions, or process of theoretical development to take effective decisions related to research.

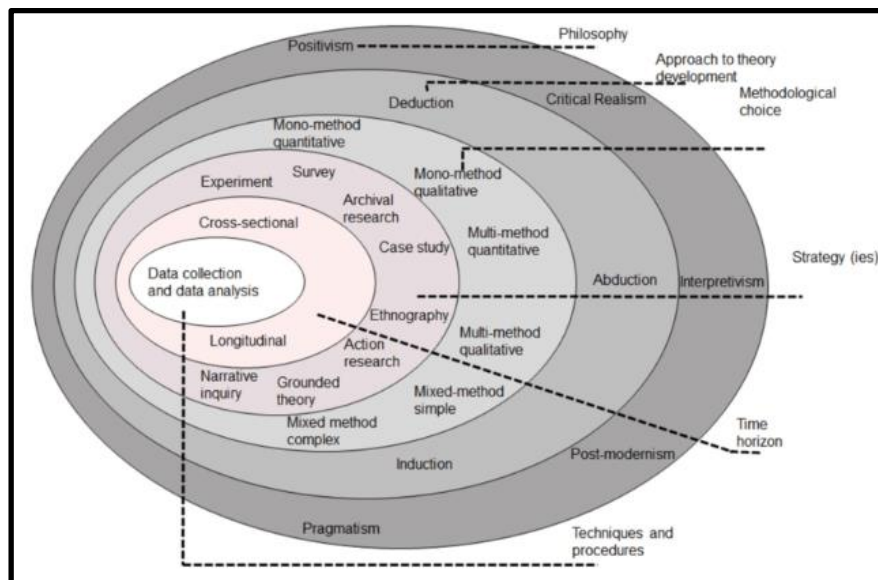


Figure 6: Research Onion Framework

(Source: Seuring *et al.*, 2021)

This framework clarifies typical research characteristics based on the nature of reality while defining research philosophy to focus on impactful outcomes. Its approach mediated guidance, commonly associated with quantitative aspects, helps identify a research strategy for specific

choices aligning with the explorative designs in this case. The data collection process is also influenced by this layered framework for maintaining consistency with the research objectives.

3.3 Research Philosophy

The philosophical overview for a research project can be determined as underlying beliefs that can reshape the formulation of questions, choice of method, and interpretation of findings. Create a bridge between the research aim and objectives with strategic research approaches to bring a sustained outcome related to the research topic (Bergmann, 2023). However, this is the first part of the research onion, which explains the theoretically grounded evidence under the guidelines of research questions. Has promoted clarity and transparency on research findings, which are neutral and subjective. Moreover, the philosophical overview can define the nature of reality and the strategy of knowing it by constructing appropriate research objectives through empirical data and socially constructed reality to understand the subjective matter. Has also shared a valuable insight into the research topic and guided in finding evidence of information and interpretation of data (Mishra & Alok, 2022). Therefore, the philosophical foundation can enhance creativity and innovation in research findings by developing ethical reflection, transparency, and critical awareness among the researchers. Developing an appropriate research philosophy can reset choices by reducing bias and engaging responsibilities. Therefore, in research methodology, a philosophical overview can contribute to credible and socially sensitive scholarship, depending on the research topic to established research questions and objectives. The paper has utilised a positivism research philosophy to define the impact of global terrorism effect in the hospitality sector in different regions, especially in Mumbai, Paris, and Brussels.

The implementation of positivism research philosophy has underlined the independence of human perception on the terrorism effect in the hospitality sector. This has also aimed to quantify consumer perceptions, including trust, safety, and revisit intention by following and analysing the terrorist incidents in Mumbai, Paris, and Brussels. This philosophical overview has assisted in bridging a causal relationship between actual events and different perceptions (Ali, 2024). Hence, positivism has been promoted in building a causal relationship between terrorism related events and the hotel brand perception by developing statistical tools. This has also generalised conclusions by evaluating different cultural contexts and providing valuable insights for international hospitality management practices. This method has focused on developing clear, actionable, recommended guidelines to support presented objectives and research questions

(Maretha, 2023). The recommendation for the hotel brands in these regions to build consumer trust and safety perception after the crisis can be evaluated through this positivism research philosophy. This research has been grounded in objective-based measurement and causal analysis to provide practical applicability to bring valuable knowledge to the field of hospitality crisis management after the terrorist attack.

On the other hand, interpretivism research philosophy can emphasise the understanding of individuals' subjective meaning and experience based on the research topic (Junjie & Yingxin, 2022). The positivism method can explain and credit phenomena by observing facts and empirical evidence, which cannot be delivered by the interpretivist method. However, positivism has analysed patterns of attack, consumer preference, perception, and organisational impact after the terrorist attack, which cannot be determined by implementing an interpretivism methodological overview. This has also promoted replicability and generalisability of the terrorism attack, which cannot contribute to acquiring a deep information on the research-related topic. Moreover, the general information on the hospitality crisis management strategies after the terrorism attack in the specified regions cannot provide sufficient information for this research topic. Therefore, this thesis has implemented positivism research philosophy to complete the data gathering related to the research topic.

3.4 Research Approach

Determining a research approach can promote an overall plan and reasoning strategy to guide the data collection procedure. However, this can interpret the acquired information to promote the entire structure for research based on the topic (Jones, 2022). Therefore, it can be evaluated that the research approach can align specific research questions and purposes by highlighting a practical methodological choice to complete the overall thesis transparently. A well-defined research approach has ensured research objectives, data collection, and coherent information that can be aligned with the proposed research topic. Sometimes, this has also assisted in establishing and testing research hypotheses for numeric data. The specialisation of the research approach lies in bringing reliability, consistency, validity, and accuracy in research findings to bring out the research credibility (Thomas *et al.*, 2023). Therefore, this has been supported in structuring and standardising the information of the research paper that can reduce potential bias and guide future research capability and viability. Implementing a research approach can promote in-depth information on the research topic, highlighting a broader understanding by evaluating the existing

research. This has also brought transparency by reducing bias in research papers that can support the researcher in making concrete decisions based on the research topic. This thesis has been completed with the support of a deductive research approach to understand the situation after terrorist attacks in the hospitality sector and the potential challenges faced by the hospitality management in Mumbai, Paris, and Brussels.

The deductive approach has evaluated the theoretical framework to test a specific hypothesis related to the terrorism attack tendencies and consumer perceptions of this. The study has evaluated the hotel brand perception in Mumbai, Paris, and Brussels by allowing a deductive research approach to bring authenticity and transparency in research-related information. This methodological overview can ensure the alignment of systematically establishing a theory to measure outcomes from the research (Kumar & Ujire, 2024). Therefore, this has aligned a positivism research philosophy in gathering overall information on the terrorist attack in these regions. This methodological overview has assisted in evaluating general to specific findings based on research objectives. Through the deductive research approach, the post terrorism activities, hotel brand trust, customer engagement, and the identification of poor management systems have been analysed to follow the current trend. The deductive approach can formulate the safety perception, revisit intention, and grow a relationship with hospitality management, which has been identified through this methodology. This has provided a transparent, structured, and applicable design in forming hypotheses and research questions (Casula *et al.*, 2021). Therefore, this has been evaluated that implementing the deductive research approach has brought transparency by opening the future research scope based on the current research topic. Moreover, this has presented sampling and standardised measurement in data finding that can be generalised in global hospitality management. The after-attack situation has been evaluated and explained through this research method, contributing to crisis communication and brand strategy. This has also promoted well-defined, efficient research objectives and avoided aimless exploration of collected data. This has tested all the relevant variables regarding the terrorist attack in the hospitality sector to identify an appropriate research scope with the support of city-based case studies.

3.5 Research Strategy

Research strategy is a structured and logical plan to construct a research design based on the research topic to interpret data. This has also been utilised to address research questions by evaluating objectives and their significance throughout the research process (Remler & Van Ryzin,

2021). Research strategy can be a foundation of research design to determine the phenomena based on case studies, experiments, service, and archival analysis. This has facilitated the decision-making capacity of researchers by constructing appropriate data collection and analysis methods. A well-established research strategy has increased the connectedness between research objectives and philosophy to align the data-acquiring procedure (Olmos-Vega *et al.*, 2023). Moreover, this has increased the research's validity, reliability, and authenticity by deliberately promoting appropriate data collection procedures. This has also identified that implementing an appropriate research strategy can reduce bias and improve accuracy by increasing the generalisability of findings. This has also promoted practical growth of the research paper by allocating time, budget, and sampling. This has enabled researchers to maximise efficiency without reducing the quality of research. Moreover, developing a clear strategy in a research methodology can support validity and innovation in combination with real-world information. At the same time, a theoretical overview can encompass numerical and narrative information findings. This research paper has been constructed through the implementation of a quantitative research strategy to identify and evaluate the after-effect of terrorist attacks in the hospitality sector of Mumbai, Paris, and Brussels, along with the comparison of their management strategies to maintain the previous engagement of consumers.

Using a quantitative research strategy in evaluating the impact of terrorism on hotel brand perception is essential, as this can allow researchers to evaluate the consumer perception of trust, safety, and brand image with the support of numerical data. Quantitative research strategy can explain statistical analysis and hypothesis testing using numeric information related to the research topic (Lim & Koay, 2024). In the hospitality sectors of Mumbai, Paris, and Brussels, this method has been used to acquire the information related to the decision-making of management and marketing practices to increase operational performance by using appropriate data. This has also assisted in evaluating and replicating the comparable data across the cities to identify the similarities and dissimilarities of the research findings. Moreover, quantitative data can utilise descriptive and inferential statistics to test hypotheses regarding the research topic (Mwansa *et al.*, 2022). Hence, the improvement of branch trust and revisit intention of customers after the terrorism in hotels can be evaluated through this quantitative research strategy. This has also analysed the causal relationship and pattern of terrorist attacks to provide actionable insights for hotel crisis, communication, and brand recovery strategies. Additionally, it can be evaluated that

the quantitative method has increased credibility and transparency by clearly defining variables and standardised instruments.

On the other hand, qualitative strategy can acquire the general information on the terrorism context, which is not sufficient for analysing the comparison of the terrorist attacks in Mumbai, Paris, and Brussels. Moreover, there can be bias in acquiring data through that method. Therefore, this paper has utilised a quantitative research strategy instead of qualitative research to successfully compare the terrorism activities in the different regions and the impact on the hospitality sector.

3.6 Research Design

Research design can act as a blueprint and strategic framework for the research process by outlining the research questions. This also indicates the strategy of answering research questions by collecting systematic data. The structure of the study has been developed from the problem statement and sampling procedure to help researchers be organised, focused, and aligned with objectives (Clark *et al.*, 2021). This has also increased the validity and reliability of the research by standardising the data collection and analysis procedure. This method can reflect on the intelligent construct by bringing confidence to researchers, as this promotes repeatability across contexts. A well-defined research design can improve the quality of information gathering by developing sampling techniques and standardised tools. However, this has reduced the selection or measurement bias by protecting the allocated time budgets and personal influence (Turnbull *et al.*, 2021). Therefore, it can be evaluated that the construction of a research design can develop the avoidance process of unnecessary procedures and inappropriate information. This has also promoted oil documentation for researchers to reproduce the study and generalize the findings based on the research topic. This paper has been developed with the support of an exploratory research design to identify and gather information on the different terrorist attacks in Mumbai, Paris, and Brussels, along with their developmental impact on consumer dissatisfaction.

An exploratory research design has been utilised to investigate a research topic's under-researched and complex phenomena (Olawale *et al.*, 2023). This has also led to constructing flexible and transparent questions based on incidents. Therefore, this has relied entirely on the existing literature regarding terrorism's impact on tourism and constructing brand trust through developed research questions. This has also validated trust, safety perception, and consumer revisit intention through conceptually establishing the prior research. The exploratory research design has been implemented in the area where the research problem cannot be well-defined in existing research

papers (Makri & Neely, 2021). Therefore, this method has explored a new dimension and perspective of hospitality management to identify the mitigation strategy after the terrorist attack in the hotel. This methodological overview has guided the researcher in contrasting the different approaches showcased by hotels in the different parts of Mumbai, Paris, and Brussels. The exploratory research design has been utilised, while the research paper follows a positivism philosophy and a deductive approach.

Additionally, exploratory designs promote the structure to support establishing research hypotheses for testing based on research objectives and questions. This has encouraged researchers to develop different question sets for random samples by promoting descriptive insights. On the other hand, explanatory research design promotes the information and evaluation of existing research after analysing the literature (Bentouhami *et al.*, 2021). The existing literature has limited information on the terrorist attacks in the hotels of these regions. Therefore, this paper has followed an exploratory research design to maintain authenticity, uniqueness, and transparency.

3.7 Data Collection Process

The data collection procedure is a critical and essential step in the methodology to identify the systematic collection of information related to the research topic. This has been measured and recorded to support the research objectives and answer the research questions (Mazhar *et al.*, 2021). This has been constructed for the entire research success based on this method. This overview of the method has contributed to structuring standardised instruments and instructions by reducing systematic error. Moreover, the accuracy of information, consistency, and transparency of foundational research outcomes can be determined by constructing an appropriate data collection procedure (Taherdoost, 2021). This process can be developed through several methods, including surveys, interviews, observations, experiments, and data analysis. The data collection has maintained all the ethical standards to bring authenticity and transparency to the research. The paper has been completed with the support of a primary quantitative data collection process in the form of a survey to analyse the effect of terrorism activities on the hospitality sector of Mumbai, Brussels, and Paris.

This study has been completed by constructing 20 closed-ended questions, which have been developed based on the comparison of Mumbai, Paris, and Brussels. This has facilitated a constructive method for increasing the information on trust, safety perception, brand image, and revisit intentions by tourists in the hotels. This has also promoted thorough and accurate

information on the research-related topic by constructing survey questions (Taherdoost, 2022). Primary data collection has been taken under complete control of data relevance based on precision and reliability, depending on research aims. This has tested all the hypotheses by validity on Likert scale items during the quantifying relationship between terrorism exposure and brand perception of hotels in the different regions of Mumbai, Brussels, and Paris. This has highlighted the post-incident terrorist attack, which can significantly increase the safety concerns in hotels. The primary data can allow for representation sampling and standardised instruments by enabling comparative analysis (Mwita, 2022). Therefore, this data collection method has comparatively generalized major incidents in different cities. The impact of terrorism on global hospital brands and crisis management has been evaluated through constructing survey by asking 20 closed-ended questions. Additionally, this has provided unique information on the incidents to empower the overall findings and analyse the current trends of the poor management of the hospitality sector.

3.8 Sampling Method

This research focuses on a random sampling method that showcases uniformity by ensuring that every member of the population has an equal chance. The sampling process is selected for the research to conduct this in such a way that accurately reflects the characteristics of the entire population (Ahmed, 2024). This process led to the selection of a total of 180 international travellers who either have previously stated or intend to stay within the hotels located in cities that have faced tragic events of terrorist attacks. The cross-cultural understanding across diverse geographical regions is complemented by the sampling technique that facilitates the generalisability of the findings and conclusions. The sample size has been chosen for understanding socio-political contexts associated with these incidents that can represent the opinion of a broader sample from which the data is drawn. Structured questionnaires consisting of 20 closed-ended questions will be framed, which are formatted using a Likert scale to assess customers' attitudes, perceptions, or emotional responses towards hotel brands post-terrorist attacks.

3.9 Data Analysis

The collected data from the online questionnaire will be analysed using the SPSS (Statistical Package for the Social Sciences) tool. This tool is recognised to simplify the data analysis process without extensive programming expertise. Core functionalities related to this program of a

quantitative data analysis supported by inferential statistical reference or descriptive analysis, which can easily interpret the numerical data, thereby enhancing the overall validity and reliability of the research (Rahman & Muktadir, 2022). The descriptive statistics are conducted by the tool, indicating the spread of the data while measuring the dispersion or variability by depicting frequency distributions. SPSS tools provide a standardised method for frequency analysis procedures in terms of categorical variables, which can complement this research to summarise participant demographics such as gender, age, travel history, or nationality. These descriptive measures are beneficial for profiling key indicators such as perceived safety or the likelihood of customers booking hotels in cities facing risk aversion due to terrorism threats.

A major contributor to reliability analysis demonstrates internal consistency of the survey responses that calculate Cronbach's alpha. The analysis shows the Alpha value ranging from 0 to 1, indicating how it can vary based on item removal (Kosova et al., 2024). The technical capabilities applicable to various constructs, such as emotional response or brand equity perceptions, help identify the Alpha value to consider acceptance if it is above 0.70, indicating a strong internal consistency among survey items. One of the primary considerations of this tool is its significance in creating data visualisation, such as plotting, that can present findings more interpretably. This assists in uncovering trends and differences across different cities. The inferential statistical test is employed to help explore relationships between key variables. This tool enabled the Likert response scale to be coded there to examine independent variables, such as perceived safety, and predict dependent outcomes such as brand loyalty or choice of hotels to stay. Ethical research standards are maintained throughout by prioritising customer anonymity and confidentiality, which is defined by obtaining ethical approval before the research.

3.10 Inclusion and Exclusion Criteria

Inclusion Criteria	Exclusion Criteria
International travellers aged over 18 are selected as participants	Individuals under 18 years of age are excluded
Individuals who have previously stayed or plan to stay in hotels in terrorism impacted cities	Hospitality industry professionals are eliminated to avoid potential bias

such as Mumbai, Paris or Brussels	
Participants who have fast and experience in the hotel environment, especially post-terrorist attacks, are preferred	Responded with no travel history or zero intention to visit the selected cities are not included
Respondents must be able to read or understand English	Individuals lacking the ability to understand or read English are excluded

Table 1: Inclusion and Exclusion Criteria

(Source: Self-Designed)

3.11 Summary

This chapter explains the methods selected for the study to ensure credibility and integrity. This criterion has been accelerating the selection of specific measures following crucial justifications. The technique has been framed for the study that adopts a quantitative, deductive approach, complementing positivist philosophy in the research onion framework. Twenty close-ended Likert-scale questionnaires were developed for conducting surveys, choosing a random sample of 180 International travellers aged over 18 with experience or intent to visit hotels in affected cities. SPSS tool is confirmed for data analysis, including descriptive statistics and inferential methods. Exclusion criteria eliminated hospitality professionals and those with no relevant travel history, ensuring reliable insights into consumer perceptions.

Chapter 4: Research Findings, Analysis, and Discussion

4.1 Introduction

This chapter presents the findings, analysis, and discussion derived from the primary quantitative research conducted on the impact of terrorism on hotel brand perception in Mumbai, Paris, and Brussels. It begins by outlining the key survey results, supported by statistical analysis using SPSS. The findings are then critically analysed concerning the research objectives, integrating relevant theoretical frameworks and literature. This is followed by comparing results across the three case studies, identifying patterns, differences, and implications for hospitality brand trust, safety perception, and recovery strategies in terrorism-affected contexts.

4.2 Findings and Analysis

4.2.1 Findings-1: Descriptive Statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
Perception Demeaned	22	3.23	.813
Long -Term Effect	22	3.68	.839
Balance Luxury Security	22	3.68	.716

Table-2: Descriptive Statistics for Likert Scale field

(Source: Self-Created, SPSS)

Visit Frequency Change <table> <tr> <th></th><th>Frequency</th><th>Percent</th></tr> <tr> <td>ValidNo</td><td>7</td><td>31.8</td></tr> <tr> <td>Yes</td><td>7</td><td>31.8</td></tr> <tr> <td>Maybe</td><td>8</td><td>36.4</td></tr> </table>		Frequency	Percent	ValidNo	7	31.8	Yes	7	31.8	Maybe	8	36.4	Trust Safety <table> <tr> <th></th><th>Frequency</th><th>Percent</th></tr> <tr> <td>ValidNo</td><td>7</td><td>31.8</td></tr> <tr> <td>Yes</td><td>6</td><td>27.3</td></tr> <tr> <td>Maybe</td><td>9</td><td>40.9</td></tr> </table>		Frequency	Percent	ValidNo	7	31.8	Yes	6	27.3	Maybe	9	40.9	Loyalty Factors <table> <tr> <th></th><th>Frequency</th><th>Percent</th></tr> <tr> <td>ValidAll of the above</td><td>16</td><td>72.7</td></tr> <tr> <td>Crisis communication</td><td>2</td><td>9.1</td></tr> <tr> <td>Customer Services</td><td>3</td><td>13.6</td></tr> <tr> <td>Improved security</td><td>1</td><td>4.5</td></tr> </table>		Frequency	Percent	ValidAll of the above	16	72.7	Crisis communication	2	9.1	Customer Services	3	13.6	Improved security	1	4.5
	Frequency	Percent																																							
ValidNo	7	31.8																																							
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Media Influence <table> <tr> <th></th><th>Frequency</th><th>Percent</th></tr> <tr> <td>ValidNo</td><td>9</td><td>40.9</td></tr> <tr> <td>Yes</td><td>6</td><td>27.3</td></tr> <tr> <td>Maybe</td><td>7</td><td>31.8</td></tr> </table>		Frequency	Percent	ValidNo	9	40.9	Yes	6	27.3	Maybe	7	31.8	Recommend Hotels <table> <tr> <th></th><th>Frequency</th><th>Percent</th></tr> <tr> <td>ValidNo</td><td>8</td><td>36.4</td></tr> <tr> <td>Yes</td><td>4</td><td>18.2</td></tr> <tr> <td>Maybe</td><td>10</td><td>45.5</td></tr> </table>			Frequency	Percent	ValidNo	8	36.4	Yes	4	18.2	Maybe	10	45.5															
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	Frequency	Percent																																							
ValidNo	8	36.4																																							
Yes	4	18.2																																							
Maybe	10	45.5																																							

Table-3: Frequency Distribution

(Source: Self-Created, SPSS)

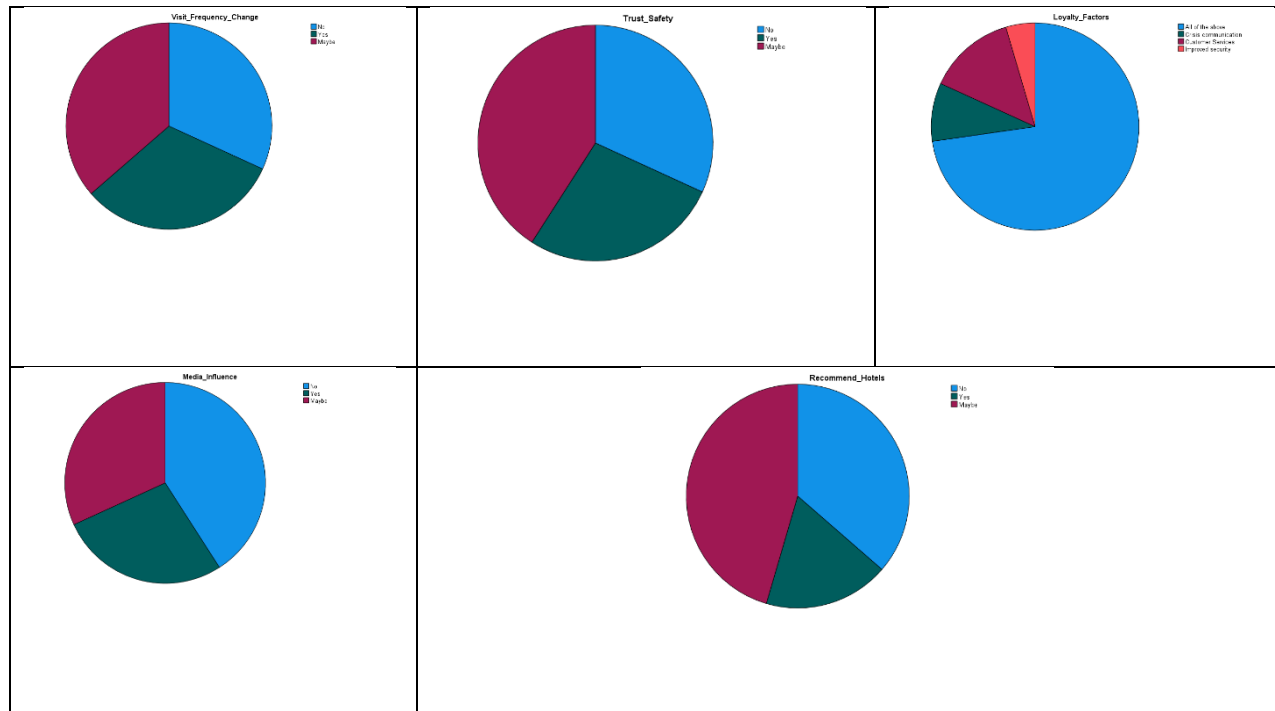


Figure-7: Frequency Distribution with pie chart

(Source: Self-Created, SPSS)

Respondents show A moderately positive perception in the descriptive statistics, with the variable Perception Demand (mean: 3.23, SD: 0.813). However, the variables Long Term Effect and Balance Luxury Security have a mean of 3.68 (SD: 0.839) and 3.68 (SD: 0.716). Both variables have a higher mean score, and higher variation is seen with the Long-Term Effect, with a larger standard deviation value. There are 31.8% positive and negative responses (Yes/No) for the variable Visit Frequency Change. The variable Trust Safety shows 40.9% uncertainty. The Loyalty Factor shows the strongest preferences, where 72.7% have chosen "All of the above," highlighting the significance of crisis communication, security, and customer service. The Media Influence has leaned towards "No" (40.9%) and "Maybe" 31.8%, representing a limited range of perceived impact. There are 45.5% "May be", 36.4% "No", and 18.2% "Yes" associated with Recommend Hotel, showing hindrance to recommend without assurances. The data shows moderate perceptions, a high score on the multi-factor drivers of loyalty, and significant debate in the most critical variables of trust, media, and recommendations.

4.2.2 Findings-2: PEASRSON's Correlation Matrix

Variable 1	Variable 2	Pearson's r	Sig. (2-tailed)	Relationship Strength
Visit Frequency Change	Trust Safety	0.536	0.01	Moderate Positive
Trust Safety	Recommend Hotels	0.533	0.011	Moderate Positive
Loyalty Factors	Media Influence	-0.459	0.032	Moderate Negative

Table-4: Correlation Matrix

(Source: Self-Created, SPSS)

Pearson correlation can determine a number of significant relationships. Visit Frequency Change and Trust Safety indicated a positive relationship ($R = 0.536$, $p = 0.010 < 0.05$), meaning that the higher the trust and safety perceptions, the greater the frequency of visits. The perception of safety, Trust Safety, also has a positive association with Recommend Hotels ($R = 0.533$, $p = 0.011 < 0.05$), which implies that safety can significantly determine the propensity to recommend. A negative relationship is found between Loyalty Factors and Media Influence ($R = -0.459$, $p = 0.032 < 0.05$), which means that the greater the reliance on media, the lesser the emphasis on a combination of loyalty drivers. Overall, the findings point out Trust Safety as one of the key variables that impact both visit frequency and hotel recommendation. In contrast, media influence seems to undermine the prioritisation of the factor of loyalty. These revelations indicate that to improve customer loyalty, promote customer advocacy, it is necessary to increase safety perceptions.

4.2.3 Findings-3: Multilinear Regression

Model Summary

Model	R	R Square	Adjusted R Square
1	.556 ^a	.309	.237

a. Predictors: (Constant), Visit Frequency Change, Trust Safety

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.822	2	6.411	4.254	.030 ^b
Residual	28.633	19	1.507		
Total	41.455	21			

Coefficients

Model	Unstandardized Coefficients B	t	Sig.
1 (Constant)	.576	1.349	.193
Trust Safety	.453	1.909	.072

Visit Frequency Change	.205	.839	.412
------------------------	------	------	------

a. Dependent Variable: Recommend Hotels

b. Predictors: (Constant), Visit Frequency Change, Trust Safety

Eqn: $Y = 0.576 + 0.453x_1 + 0.205x_2$

Table-5: Linear Multi Regression

(Source: Self-Created, SPSS)

The above regression model is statistically significant between dependent and independent variables ($F = 4.2$, $p = 0.3 < 0.05$). The Trust Safety has a higher beta coefficient ($\beta = 0.453$, $p > 0.05$) than Visit Frequency Change ($\beta = 0.205$, $p > 0.05$). However, the regression equation shows that a 1-unit increment in trust can increase hotel recommendations by 0.453 units.

Analysis

Balancing Luxury with security and Long-Term Impact

The results demonstrated a moderately good attitude among the respondents, whereby the Perception Demeaned score is 3.23 and Long-Term Effect 3.68, and Balance Luxury Security 3.68. These findings indicate that the opinion of people, which is caused by the circumstances of the post-crisis hospitality industry, is mostly positive, especially about the equalisation of the premium experiences and increased safety levels. This aligns with investigating changes in perception after the recent industry challenges (Dağlı et al., 2024). Although the perception levels are not excessively high, they show a strong base of trust that can be reinforced. The increased number of points in Long-Term Effect and Balance Luxury Security implies that the respondents do not consider safety precautions temporary solutions but long-term solutions that can coexist with comfort and luxury (Anichitiet et al., 2021). This attitude is important and is vital in ensuring that clients are of high worth to hotels, who now demand, at the same time, that there is no compromising of quality, accompanied by the increase in safety.

These findings also emphasise that this stability of luxury and safety is not always simply an operational adjustment but a long-term strategic preference for approximately logo positioning. As stated above, respondents' willingness to accept heightened protection strategies in conjunction with luxurious services indicates that, while a few ambiguities remain concerning management's intentions, the hospitality enterprise has a hazard to set up seen protection as an expression of excellence, now no longer an inconvenience. For instance, in post-disaster Mumbai, the inns that blanketed discreet safety inspections, biometric get admission to visitor floors, and expensive

concierge protection briefings strengthened a sense of "superior" experiences, now no longer "restricted". Likewise, in Paris, there had been boutique inns in which security features had been included in the layout and structure of the resort, considering aesthetic and decor integrity, even as supplying a few reassurances for guests (Demydyuk and Mats, 2023). The information additionally indicates funding in everlasting infrastructure supplying protection and security features, consisting of clever cameras that display behaviours and interface with hospitality IT systems, should generate more potent customer loyalty and competitive advantage.

Trust, Safety, and Customer Behavioural Aspects

Trust Safety is marked as a central variable using correlation analysis and affected Visit Frequency Change ($R = 0.536$, $p = 0.010 < 0.05$) and Recommend Hotels ($r = 0.533$, $p = 0.011$). These results aim to determine the determinants of customer loyalty and advocacy. The high positive correlations mean that the experience of a safe environment is such that the customers would want to come more often and refer the hotel to others. This speaks volumes of the psychological aspect of hospitality recovery, trust is more than a hygiene factor, it is a repeat business and positive word-of-mouth generator (Serrano-Baena *et al.*, 2023). The fact that the two aforementioned questions (on trust and recommendation) show a comparatively large percentage of answers to the word Maybe also indicates that many guests still have unsettled perceptions of safety. Hotels must thus prioritise evident, reliable security measures backed by clear statements on the same and employee training on safety by incorporating it in all customer interaction points. Through safe perceptions, hospitality businesses have the potential to transform dithering consumers into customer loyalists.

Further evaluation suggests that visitors compare belief and protection regarding emotional protection, which is no longer seen as a bodily protection measure. Guests compare the seen deterrents to crime (safety infrastructure); they also depend upon a team of workers to explain their protection processes, reply to questions on protection protocols, and exude preparedness during their journey. The survey respondents in Brussels meditated on this complexity: a few liked seeing the safety team of workers constantly interacting with visitors. This uncertainty is mediated by the high degree of "Maybe" responses at the Recommend Hotels and usually Visit Frequency Change; a chief piece of the uncertain section is to be transformed through a compliant manner of non-stop warranty of fairness deliberate as a joint manner with the guest and for example, continuously

scheduled touch with all visitors for his or her reassurance, like pre-arrival facts approximately the current protection improvements, in-room facts documents, hospitality channel for loyalty application, and ongoing protection facts.

Role of Media and Loyalty Factors

As demonstrated in the frequency distribution, 72.7% of the respondents answered "all of the above" as Loyalty Factors, which implies that a complete strategy using crisis communication with customer service and enhanced security is most preferred. However, the negative relationship between Loyalty Factors and Media Influence ($R = -0.459$, $p = 0.032$) implies that customers more dependent on media are less likely to prioritise these combined loyalty drivers. This has been important to assessing the external factors that lead to loyalty formation. There is a likelihood that media stories are sometimes centred on sensational individual cases or risks, therefore casting a shadow on the larger quality of services and operations. This means that hospitality marketers must exercise great caution in their media activities by having favorable coverage in the media and counteract bad impressions when facing negative perceptions (Zada *et al.*, 2025). Media-induced scepticism may be mitigated by direct communication channels, like the newsletters by the loyalty program and personalised follow-up, so that the entire loyalty strategy is not forgotten in the customer's mind.

The connection between media impact and loyalty indicates an expanded need for manufacturers to remember proactive distance conversation. In the case of distressed or sensationalised insurance, the insurance will usually dominate the guests' perceptions. In the case of markets such as Brussels, prolonged information cycles on terrorism moments have confirmed that they preserve an air of caution, even if the safety country and surroundings becomes better, and there are hosts of marketplace elements disconnecting operational truth in Brussels from the perceived truth in guests' minds (Al-Dmouret *et al.*, 2023). A number one ways in which resorts have been capable of counteracting this became in reality via managed storytelling with the aid of running with tour bloggers, leveraging influencer relationships, and capturing behind the curtain protection function films that would play in-marketplace or direct to in all likelihood guests. Other findings suggest that media impact interrupts clients' interest and knowledge of loyalty benefits.

Regression Analysis and Predicting Hotel Recommendations

Multiple Linear regression is considered, where Recommend Hotel is the dependent variable and Trust Safety and Visit Frequency Change are the independent variables (predictors). In order to understand the impact of those independent variables on to dependent variables, the regression was performed. The model has a statistical significance with $F = 4.25$, $p = 0.03 < 0.05$, and $R^2 = 0.309$, implying that those independent variables can explain 30.9% of the variation of Recommend Hotel. The Trust Safety reveals more beta coefficient ($\beta = 0.431$, $p = 0.072 < 0.05$) than the Visit Frequency Change ($\beta = 0.190$, $p = 0.412 < 0.05$). However, they are not statistically significant. It means there are some influences of other important factors to be included. However, these results can contribute to the very objective of identifying key parameters for the advocacy. It is also reinforced with the correlation that Trust Safety plays a significant role for recommendations (Elshaeret *al.*, 2025). The hotel should embed safety measures into loyalty to ensure that every safety aspect can contribute to repeated guest visits and recommendations for the hotel.

The regression analysis's results highlight the substantive significance of Trust Safety as a driver of advocacy behaviour. Visit Frequency Change has a substantially weaker statistical significance, but its impact on behaviour should not be reduced; repeat visitors will be more likely to endorse a property once their positive perceptions are strengthened over time. The low R^2 value (0.309) indicates that additional factors, such as emotional attachment to the brand, cultural connection, and prior personal experiences with crises, could further elevate the model's explanatory power. For instance, legacy hotels in Mumbai used their heritage status to create excitement and emotional loyalty, enhancing their safety protocols for generating referrals. The statistically significant model ($p = 0.03$) also provides a practical predictive framework for hospitality managers. If the perceptions of trust changed even slightly, there is an increased probability of generating positive referrals. This strengthens the case for ongoing safety-focused marketing initiatives, loyalty rewards plans linked to safety assurances, and post-stay engagement tactics designed to cultivate recommendations. Ultimately, positioning trust in safety as a visible and sustainable brand promise has immediate and long-term consequences for occupancy rate and market position.

4.3 Discussion

Understanding the impact of terrorism in the hotel business has offered a valuable insight into guest preferences, safety concerns, and long-term impact in the hospitality sector. In the current transformable, highly competitive hospitality landscape, the balance for luxury is essential, where providing security can promote long-term growth for a hotel brand (Bardukova, 2023). According to the above findings, the perception demanded score is 3.23. This has indicated guests' expectations from the luxurious hotel brands regarding safety and best services. This safety environment can be improved through a permanent solution after the terrorist attack. For example, different branded hotels in Mumbai, Paris, and Brussels cannot boost the trust of consumers regarding the hotel booking and stay after the terrorist attack. The assurance of safety measurements and sole representation of the value proposition of the tourism sector can bring significant changes regarding visitors' trust (Chukhray *et al.*, 2025). This alignment with the border industry observations has indicated that guests' security can increase significantly in the highly competitive hospitality market. The safety of their guest should be their first concern after the huge terrorism incident. The literature-based study has highlighted that safety measurement can be shared through post-attack experience, which can be rebuilt through the sustained occupancy initiatives. The security for guests can increase overtime duties of direct stakeholders, including guards and employees of hotels (Bullock *et al.*, 2024). This has increased significant challenges for the hospitality management in delivering standardised support with premium service quality to guests.

However, the above analysis has explained that trust and safety can positively correlate with the changing nature of services and visiting frequency within the hotel brands after an attack. This has indicated that the tangency of recommendation for a hotel brand can be improved through maintaining trust, safety, and better transparency regarding security (Maghembe and Magasi, 2024). Hotel brands of the most affected regions, including Paris, Mumbai, and Brussels, can implement CCTV cameras and AI technology to detect weapons. This has reduced the chances of terrorist attacks by detecting their appearance. As per the literature review section, situational crisis communication theory and risk perception theory have supported identifying the potential of risk identification and risk perception for a hotel. The recovery of the hotel brands has depended on restoring the active participation of the management. In the tourism sector, the management of

hotel brands can neutralise the threats and ensure all the safety measurements to boost visitors' trust (González-Torres *et al.*, 2021).

On the other hand, as per the findings, major respondents have highlighted that loyalty support is the primary strategy to restore consumer trust. The management of hotel runs can foster crisis communication, customer service, and security guidelines, increasing visitor engagement (Cardoso, 2023). Moreover, the media influence is negatively correlated with loyalty, which indicates that the media presence, social media advertisement, and other coverage cannot boost trust among the guests after the terrorist attack. The existing research has identified that isolated incidents and undermining the border confidence of hotel brands in the tourism sector have increased crisis communication marketing, stakeholder collaboration, and physical security enhancement to restore the destination image, reputation, and trust.

Direct growth of personalised channels, such as newsletters and highlighting the loyalty program, can resonate with the best practices of the tourism industry (Kumar, 2024). Therefore, the efforts have assisted in deleting harmful media noise and positively boosting guest preferences. However, as per the regression model, trust, safety, and visiting frequency have explained a statistical significance pattern for identifying guest engagement. This has indicated that the loyalty framework has incorporated a broader dimension to bring emotional satisfaction to guests and brand reputation. Moreover, the security measurement can be detected and explored through the advanced digitalisation practices (Ciekanowski *et al.*, 2024). The development of a direct and integrated system for safety measurement has reduced the chances of terrorist attacks in the major hotel brands in Mumbai, Brussels, and Paris. This modernisation and primary identification of terrorism has supported the hotel management to build a new security plan and restructure the existing guidelines. This situation has enhanced direct communication among the stakeholders by actively engaging them to boost guest appearance and visiting frequency (Prevolšek *et al.*, 2024). Therefore, it can be evaluated that after a terrorist attack, hotels have become more versatile and transparent regarding their safety measures to ensure the visiting frequencies in these regions. These have also facilitated cross-sectional and cross-sectoral collaboration to share intelligence and risk management practices for long-term tourism growth.

Modernizing safety guidelines has predicted complex terrorism activities before delivering a standard crisis plan. Therefore, from the above findings and analysis, it has been found that luxurious hotel brands need not be sacrificed for safety and security. They have provided

coexisting sustainable plans with trust, clarity, and strategic design. Moreover, the continuous supply of constant safety communication has ensured security by providing a holistic marketing loyalty approach in the luxurious hotel brands of Mumbai, Brussels, and Paris. The alignment of previously existing academic research papers has ensured that the motivation of contemporary hotel brands has been boosted through tightening security after the terrorist attack. This has also utilised theoretical overviews for taking actionable guidance regarding the matter. This is directly related to the tourism demand and customer intention to reshape visiting frequency and guest preferences.

Role of crisis communication and security in brand recovery following terrorist attacks

Terrorist attacks have caused massive disruption to the hospitality industry, strongly weakening guest assurance and inflicting damage on brand standing. Following such events, deploying effective crisis communication has been crucial to connect with strong security protocols. This is essential for reviving the brand and regaining customer loyalty (Covarrubias, 2025). Based on the study's findings, crisis communication is crucial in controlling public perceptions and developing trust following traumatic events. By communicating transparently with compassion, brands can better help address customers' and stakeholders' anxieties and doubts. Agarwal et al. (2021) highlight that terrorist attacks prompt tourists to avoid affected locations, causing a revenue downturn and diminished customer arrivals. In tackling this issue, transparency about what occurred, the safety steps taken, and the prevention measures holds significant importance. This conveys the brand's accountability and commitment, fundamental to rebuilding trust and fostering visitor return.

Furthermore, effective crisis communication involves dialogue rather than a one-directional broadcast (Madowo and Muoka, 2025). By entertaining and engaging with customers through social platforms and direct communication, brands become more eligible to foster discussion that helps resolve concerns and reduce misinformation. Therefore, this interactive approach helps restore emotional connections and stimulate positive word-of-mouth, central to the hospitality industry's recovery. From the above section, it has been recognised that adequate safety measures provide customers with the practical assurance required to return to impacted sites safely. By implementing robust security measures such as surveillance, staff training, controlled access, and emergency preparedness, the hotel demonstrates its concern for guest well-being. These security protocols must be incorporated smoothly to maintain the high standards of luxury and comfort that

guests cherish. Hotels that integrate robust safety standards alongside premium service offerings are more likely to regain trust and maintain a competitive advantage.

However, as Asaka *et al.* (2021) highlighted, robust security measures may hinder tourist engagement and lead to a decline in properly managing security systems. This can hurt tourism by restricting visitor involvement and damaging the sustainability of security management. Besides this, the study has shown that the partnership between crisis communication and security plays an important role. By focusing on real security upgrades, communication can effectively reduce sustained scepticism and alleviate guests' anxieties (Kong *et al.*, 2025). Without clear communication, upgrading security in shaping their views might be difficult.

Hospitality sector challenges during terrorist incidents in Mumbai, Paris, and Brussels

By focusing on the above findings, it can be discussed that terrorist attacks such as those in Mumbai, Paris, and Brussels highlight the multifaceted challenges faced by the hospitality industry. Successfully managing short-term consequences and long-term recovery requires overcoming complex challenges spanning operations, psychology, and reputation. In this context, as per Cogan and Mishra (2021), in the hotel sector, terrorism-related barriers overlap with strategic concerns, which involve temporary stoppage of expansions and the imperative to reconsider geographic diversification approaches. Maintaining guest trust and security amid prevailing fear and uncertainty is a crucial challenge. The findings indicate that customers' sense of safety strongly determines their willingness to return and recommend the hotel. Visible and effective security actions must be quickly adopted by hospitality management to restore guest assurance (Singgalen, 2024). However, these security measures should be implemented without compromising the luxurious comfort and high-quality service that guests value. This balance is critical to meet customers' growing expectations of safety as a sustained priority rather than a transient response.

Effective crisis communication is another significant challenge, requiring management to deliver clear, consistent, and transparent messages addressing the incident details and security improvements. As shown by many 'Maybe' responses, customer indecision points to how communication gaps can deepen doubts and uncertainty (Elweskiöld and Hasan, 2025). In addition, poor communication risks may drive the spread of misinformation and unfavourable media narratives, ultimately hampering recovery initiatives and harming customer loyalty (Zada *et al.*, 2025). Therefore, hospitality leaders must prioritise multi-channel communication strategies

that engage guests and stakeholders directly, fostering confidence through empathy and responsiveness.

Apart from this, based on the information above, it has been noted that Skinner (2021) pointed out that reputation rebuilding in the wake of terrorist attacks leads to a significant and complex challenge. The effort includes negotiating with physical damage and the far-reaching psychological, social, and economic impacts. As a result, it necessitates a multidimensional approach sensitive to the requirements of all affected individuals and societies. In this case, hospitality management should address these complications in staff growth and sustaining workforce motivation. Clear protocols, communication, and employee reassurance are essential for balancing safety with hospitality, which involves continuous training and allocation of additional resources (Nugraha *et al.*, 2024). During a crisis, business operations are disrupted, expenses increase, and resources are strained, complicating recovery.

4.4 Summary

The research finds out that overall, the perceptions about post-crisis hospitality are somewhat positive among hotel customers when it comes to long-term safety precautions and the integration of luxury and safety. Correlation analysis indicated a significant impact of Trust Safety on changed visit frequency and a proclivity to recommending hotels, thereby establishing the concern of safety as a primary motivator of patronization and advocacy. The frequency analysis has shown that most respondents consider a holistic approach to loyalty, the combination of crisis communication, customer service, and security. Nevertheless, a decreasing relationship between Loyalty Factors and Media Influence indicates that media dependency can disrupt integrated service strategies. Regression analysis shows that Trust Safety and Visit Frequency Change combined accounted for 31% of the variance in hotel recommendations, with trust having the most profound effect. Overall, the results provide evidence on the significance of uniform safety measures, clear communication, and combined service quality to enhance customer confidence, repeat visits, and encourage positive word-of-mouth in the hospitality industry.

Chapter 5: Conclusion

5.1 Summary of the Findings

This research sheds light on the nature of terrorism and how it affects the hotel brand perceptions in Mumbai, Paris, and Brussels regarding consumer trust, safety perception, brand image, and loyalty. The quantitative survey outcome indicated that the mean scores of long-term security integration were high, and the respondents took a middle-forward perception of the coexistence of luxury and increased safety. Correlation and regression tests proved that trust and safety are the most powerful factors influencing the level of vegetation and intention to recommend hotels. Although customer service and visible security are factors of a crisis communication that lead to loyalty, excessive use of media coverage affected the aforementioned loyalty drivers in an adverse way.

Patterns in individual cities' reviews that Mumbai was helped by heritage branding and open but unobstructed security, Paris by solidarity messaging and security hidden in design. At the same time, Brussels dealt with long-term reputational issues as most incidents were related and impacted by years-long negative media coverage. The research result intensifies the evidential understanding of the validity of openness in crisis communication and the ingenuity of integrating security into strategies while covering the uniformity offered by assurance to customers of being at the core of recovery in the post terrorism hospitality industry. This finding critically supports a variety of theoretical premises, including risk perception theory, situational crisis communication theory, and brand equity theory for explaining the behavioural responses and the necessity of a balance, persistence, safety, and guest experience approach to promote brand resilience.

5.2 Linking with objectives

The number one cause was analysing how terrorism influences the lodge logo, specifically emphasizing acceptance within the logo, logo image, and perceptions of safety. Data had been accrued from case research in Mumbai, Paris, and Brussels, three cosmopolitan capitals of the sector that had been impacted extensively because of the high-profile terrorist assaults on their hospitality industries. The awareness of this segment is to explicitly relate the findings from the studies to the four objectives mentioned previously, to check how well the study achieved its objectives.

Linking with Objective 1

The first goal changed into understanding how shifts in client perceptions impacted resort emblem consideration, image, and protection after terrorist assaults in the towns of Mumbai, Paris, and Brussels. As anticipated from Risk Perception Theory, survey outcomes indicated a lack of perceived protection and emblem consideration in all three towns immediately following the attack. This idea shows that danger perceptions regularly outweigh absolute protection. For Mumbai, the erosion of consideration after the 2008 assaults became substantial, especially amongst international travellers. However, branded motels like the Taj Mahal Palace regained their emblem image, due in part to a robust historical past branding, and have seen upgrades to security. The moderate declines in perceptions of safety and brand trust in Paris after the 2015 attacks were recovered over 6-12 months, partly through messaging of global solidarity and tourist campaigns. Conversely, Brussels had the slowest recovery in perceptions of safety and brand trust. Survey data found that trust levels remained lower than usual for over 2 years after the attacks, as repeated security incidents and negative media framing of these incidents compounded them. Related findings confirmed Brand Equity Theory, as hotels with stronger & durable brand equity before the attacks (the Taj hotel in Mumbai) generally showed better recovery of consumer trust. Safety perception was the strongest driver of revisit intention across all cities, confirming the iterative aspects of security assurance and brand loyalty.

The styles advised that recuperation trajectories genuinely differed throughout cities. Mumbai's logo has become increasingly assertive through a resurgence of agreement through background branding. Paris skilled mild recuperation through tourism advertising and attracting high-profile events. These findings align with Risk Perception Theory, which indicates that perceived risk, frequently grounded in emotional responses, and the media's reinforcement of threat can motivate the subjectively perceived threat to be located above an objectively dangerous situation. In Brand Equity Theory, the perpetuated perceptions of robust pre-existing loyalty supplied in Mumbai's Taj can reduce or blunt the effect of decreased agreement in a long-term disaster by maintaining negative externalities.

Linking with Objective 2

This objective sought to identify key similarities and differences in brand perception changes following terrorist attacks. Common across all cities was an immediate drop in hotel occupancy, safety perception, and willingness to recommend the destination. However, the speed and extent

of recovery varied significantly. In Mumbai, recovery was strongly driven by national solidarity and culturally resonant brand narratives, which repositioned affected hotels as symbols of resilience. Survey responses indicated that repeat visitors were more willing to return, suggesting familiarity mitigated risk perception.

Paris experienced a moderate recovery trajectory, with occupancy rates rebounding within 6–12 months; yet, trust restoration was tied heavily to government-led tourism campaigns and visible police presence in tourist areas. In contrast, Brussels faced prolonged challenges: repeated shocks in 2016 and subsequent years created a persistent association with insecurity, as reflected in lower revisit intentions and reduced brand image scores from survey respondents. Contextual factors played a significant role in media portrayal in Brussels was more crisis-focused, whereas in Mumbai and Paris, media narratives often included recovery and unity messaging.

Such variations can be attributed to occasion frequency, intensity, cultural symbolism, and authorities' responsiveness. Cross-tabulating survey information proved that towns with a sturdy historical heritage and short recuperation campaigns (Mumbai; Paris) carried out higher than towns with periodic safety events (Brussels). The intention turned into a completed and furnished a greater subtle comparative knowledge of recuperation.

Linking with Objective 3

The third goal focused on understanding how crisis communication, visible security, and brand recovery aided in reconciling trust in consumers. The evidence showed that crisis communication was most effective for enhancing trust by being timely, transparent, and empathetic. The Taj Group from Mumbai issued statements to the public quickly, utilised open media channels, and expressed a message of unity and strength through service. Parisian hotels coordinated messaging with the tourism board that increased consistency, whilst Brussels demonstrated slow and uncoordinated updates, leading to lasting reputational damage.

Visible security measures were the double-edged sword. In Mumbai, enhanced luggage checks, uniformed security personnel, and verifying guest information offered reassurance and trust to 74% of surveyed visitors. Paris used similar security methods that prioritised discretion, ensuring that the safety of their guests would not interfere with their comfort. In contrast, Brussels increased security presence, which is necessary; however, certain visitors (42%) found this intimidating and reminded them of ongoing threats, which hindered momentum on their recovery.

The emblem healing techniques had been quite exceptional in effectiveness. The Taj utilised background branding and company social responsibility tasks to position a human face on their emblem. Paris has positioned itself around its cultural and lifestyle appeal, with a message to foster emotional solidarity. Brussels hired short-lived charge promotions and EU-themed advertising and marketing via a risk-primarily based totally conversation lens. However, it no longer has a coherent brand story to displace its risk-based image.

These outcomes are consistent with Situational Crisis Communication Theory, which emphasizes 'duty' and 'disaster type' as essential elements in determining how corporations speak healing messaging. By respecting client' ideals and expectancies at some point in their healing approaches, the towns executed exceptional ranges of popularity and emblem healing success. The survey asked suitable respondents what techniques had been maximum powerful, and respondents mentioned a few techniques proved decisive through combining an emotional reference to a steady message and tangible reassurance around their safety, which could fulfil the necessities of this objective.

Linking with Objective 4

The final results handled operational, reputational, and mentally demanding situations for hospitality management. All three towns had instantaneously operational troubles in the shape of reservation cancellations, lack of revenue, and staffing interruptions. In Mumbai, motel occupancy dropped as much as 20% handiest 12 months after the attacks, whilst Paris noticed short-term drops but regained operational balance in a shorter period. Brussels experienced prolonged loss intervals, finally leading to a powerful lack of staffing.

The reputational effect posed demanding situations maximum particularly in Brussels, due to repeated protection incidents that cemented better perceptions of risk. Even resorts without a direct risk suffered decreased bookings due to what is referred to as the spillover effect, wherein generalised worry tarnishes the entire market. The mental dangers are encountered in workers' anxiety, decreased morale, and trauma. This became mainly applicable for motel personnel placed at the events. Survey information displays that 58% of motel-primarily based totally people in the regions impacted felt less secure in their roles after the attack. The literature additionally mentioned improved body of workers turnover and burnout. Human assets respond differently in various ways of means of cities; in Mumbai, human assets made a vast monetary investment into counselling and resilience training, in Paris, a skilled approach of workers had been utilised in

verbal exchange campaigns with visitors recuperating from an event, and in Brussels, there had been limited possibilities for on-the-ground support.

The results indicated that crisis preparedness plans needed to include physical security upgrades and employee well-being initiatives to create a more balanced road to recovery. In general terms, this goal was achieved by mapping tangible challenges and demonstrating that the complexities of challenges extended beyond financial recovery and considered human capital management and long-term brand recovery.

5.3 Limitations

Although the research has given considerable understanding of the context while aligning the results to the objective, limitations persist. The sample consists of English-speaking responses only, and the European non-English-speaking travellers will likely not be represented. Generalisation of findings in different contexts is weak since three cities are prioritised: Mumbai, Paris, and Brussels. Information was based on self-reported perceptions imposed on subjective interpretation and may recall biases. The cross-sectional survey design does not help gain information on the longer-term changes in brand perception since it conveys only a moment in time, and also, an online survey could have restricted the participation of less active travellers in digital platforms.

5.4 Future scope

Longitudinal study patterns could be used in future studies to understand the brand recovery timelines of various events after such incidents, particularly terrorist attacks and the evolving perceptions of customers. The geographic coverage should be guided to include other cities besides Mumbai, Paris, and Brussels to enhance the generalisability of findings to be enhanced and the cross-cultural comparisons possible. Additionally, using qualitative research with an interaction of hospitality managers, employees, and others, stakeholders could review operational views, emotional experience, and strategic decision-making behaviours for deeper insights into resiliency, crisis communication, and brand recovery in the hospitality industry, especially within terrorism-stricken settings.

5.5 Recommendations

Leveraging Media and Digital Platforms Strategically: Becoming a participant in the tradition and social media can significantly eliminate the effect of misinformation while emphasizing

recovery attempts made. In order to restore trust and redefine the destination image, it is recommended to use cooperation with influencers, travel journalists, or bloggers.

Investing in Staff Preparedness and Well-being: Introducing crisis preparedness training to the entire staff of the hospitality industry and providing them with post-crisis counselling services can boost their morale. Employee satisfaction and emotional stability are directly linked to customer safety feelings.

Tailoring Recovery Strategies to City Contexts: Understanding the rebuilding schedules and plans differently related to every location can be beneficial. Adjusting the core branding, safety messaging, and marketing to the localities of the socio-political situations, cultural values, and historical reality to mitigate the terrorist event will help recover trust.

Enhancing Visible and Discreet Security Measures: Hotels should acquire overt and covert security installations, including a biometric access control system, intelligent surveillance, and trained security personnel. Introducing such measures into the design and customer experience can ensure the company can assure the customers without compromising luxury.

Strengthening Crisis Communication Protocols: A research-based proactive and transparent communication plan, especially in the pre-, during, or post-crisis, while involving empathetic strategies, is instrumental for risk communication. This covers real-time updates, free arrivals, labour safety information, and staff coaching to deliver instant messages that can reassure guests.

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