

Dissertation Topic

**Qualitative research on the impact of Brexit on the retail sector in the UK. A case study of
Tesco Plc**

ABSTRACT

The goal of this study is to investigate and explore how Brexit has affected the operations of logistics and supply chain in the United Kingdom. Qualitative and quantitative methods were used in the study's methodology. A variety of statistical and content analysis methods were used, including verbal-argumentative analysis and the central tendency method. The findings show that Brexit has had a significant impact on the UK's logistics and supply chain operations, resulting in a number of company interruptions.

After conducting a case study on the UK retail industry and how the relocation affected it, this research provides advice on how to best deal with the changes. The case study method is employed in this study because it has a number of advantages. Researchers may use it to explore and assess a real-life situation. During the course of the investigation, three key themes were established for categorising these effects. Brexit has an impact on both British exports to EU markets and vice versa on imports. Consumer expectations and perceptions were also impacted by the high expenses of business in the UK as a non-EU market. The second subject focuses on the impact of immigration on the workforce. Brexit, in particular, has adversely affected workers from EU countries. According to this study, starting a branch in another country is a major problem. As a result of Brexit, global retail chains like Tesco Plc were unable to build new stores in EU markets. To keep clients, however, it is essential that the organisation concentrate on innovation and newness. It is a fantastic opportunity for the corporation to shift its emphasis from globalisation to localization.

TABLE OF CONTENTS

ABSTRACT.....	2
TABLE OF CONTENTS.....	3
INTRODUCTION: CHAPTER ONE.....	6
1. The Introduction.....	6
1.1. Background	7
1.2. Significance of Problem	8
1.2.1. What is the Research Issue?.....	8
1.2.2. Why is it an Issue?	8
1.2.3. Why is it an Issue Now?	9
1.2.4. What could this Research Shed Light on?	9
1.3. Statement of Purpose	9
1.4. Statement of the Problem.....	9
1.5. Overview of the Research Methodology	10
1.6. Aims and Objectives	10
1.7. Research Question:	10
1.8. Structure of Dissertation	11
Conclusion	11
CHAPTER TWO: LITERATURE REVIEW.....	13
1. Introduction/Overview	13
1.1 Impact of Brexit in the Context of Retail Sector	14
1.2 U.K. Supermarket Industry.....	15
1.3 Brexit's Impact on the UK Business of Trading Market and Secure long term economic future.....	15

2. What is Brexit?	16
2.1 Having Branches outside the EU	20
3. Immediate and short-term impact of Brexit uncertainty on UK retail sectors operations:	20
3.1 UK government’s strategies to mitigate the risk of Brexit on the industry	21
Conclusion	22
CHAPTER THREE - RESEARCH METHODOLOGY	22
3.1 Brief Introduction of the Chapter.....	22
3.2 Research Philosophy.....	23
3.3 Research Strategy.....	24
3.4 Research Approach – Qualitative Approach Case Study	24
3.5 Research Design.....	25
3.6 Sampling	25
3.7 Data Collection Methods and Analysis.....	26
3.8 Reliability and Validity.....	27
3.9 Ethical Consideration.....	28
3.10 Limitations of the Qualitative Research	28
Conclusion	29
REFERENCES	30
Appendix 1:.....	37
Appendix 2: Survey Questionnaire.....	38
Researcher: What is Impact on Trade and Market?.....	40
Researcher: How Future drivers and opportunities of Brexit for the UK retail industry effected.....	40

LISTS OF KEYWORDS

Keywords: *Tesco PLC, Brexit, Business, Consequences, Brexit impacts, logistics & supply chain, supply chain risks*

INTRODUCTION: CHAPTER ONE

1. The Introduction

The United Kingdom's secession from the European Union is known as 'Brexit.'. The words "Britain" and "exit" are merged to form this word. After a referendum in June 2016, the United Kingdom voted to leave the European Union. In the European Union (EU), 28 countries trade and enable their people to migrate freely between countries in order to work and live in each other's territories. Brexit revolutionized both the EU and the United Kingdom. A succession of disputes regarding the impact of Brexit on the UK and its economy began after the British voted to leave the EU. Brexit, in particular, has adversely affected workers from EU countries. The study's third finding is the difficulty of establishing branches in other countries. Big retail giants like Tesco Plc were unable to build outlets in EU countries after the Brexit vote. However, the corporation must concentrate on innovation and uniqueness to maintain its clients. As a result, the corporation will be able to place more emphasis on localizing its operations rather than expanding globally (Aguinis & Henle, 2019). Tesco plc is the third-biggest retailer in the world by sales and revenue, and the leading retailer in the United Kingdom in terms of sales and market share. As of December 2009, Tesco has more than 2,300 stores in the United Kingdom, which is larger than any other grocery chain in the country. Aiming for more vertical integration, the firm has expanded into a broad variety of markets and built its distribution network to support that expansion.

As the cost of imported products spiralled out of control, UK-based merchants were forced to rethink their supply chains to preserve profitability. The decision has damage Tesco, a major UK food store business (Tesco, 2018, p.45). Wholesale suppliers, who have sought to pass along price hikes to hundreds of different brands, have blamed the weak pound for higher import costs. For now, Tesco is taking steps to counteract Brexit-related concerns in an attempt to maintain market share in the face of competition from inexpensive supermarket chains like Aldi and Lidl. Concerns for Tesco's immediate future remain the effects of a weak GBP and a shift in customer buying patterns, which will not be finalized until early 2019 (Kentish, 2019). Despite Unilever's argument that Marmite and other goods are made in the UK, CEO Dave Lewis has refused to accept the price hike, stating that Marmite, among other items, should be immune to currency

rate swings. Since they would not submit to the dictates of their supply chain, Tesco, the UK's biggest supermarket retailer, has the influence to fight back against unreasonable wholesaler demands (Armstrong & Bulmer, 2018). As soon as the UK formally quits the EU and overseas sourcing becomes prohibitively expensive, the retailer will be compelled to make necessary adjustments in its supply chain in the medium term.

1.1. Background

Tesco is a British food retailer with operations across the world. From its humble beginnings in 1919, the company has now developed into a multi-billion dollar business. The decision to leave the European Union by the United Kingdom is known as Brexit. The decision was taken through a referendum in which the British people had the opportunity to vote on whether or not they wanted to stay in the EU. In many respects, the UK's vote to leave the European Union was a significant moment in the history of the globe (Baxter & Jack, 2018). Economic and commercial activities are shared and relief is provided to each other by the 28 countries that make up the European Union (EU), which includes the United Kingdom. The British people in an electorate (Howarth & Persson, 2018) recently decided EU membership. Many people across the globe were taken aback when the United Kingdom unexpectedly announced its departure from the European Union after over 40 years as a vital member state.

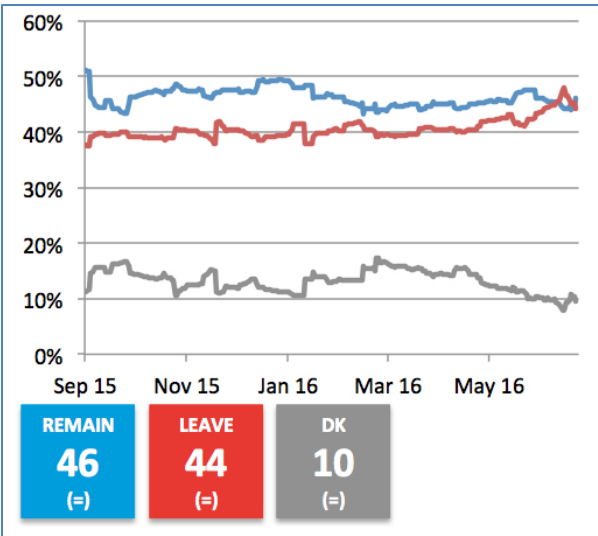


Figure 1: Brexit Referendum

(Source: Beier, et al., 2019: p.135)

There have been several serious conversations about this decision on a global scale, with some arguing that the EU will suffer significant economic and financial losses because of this decision, while others argue that, after a brief period of adjustment, this will be a positive strategic and financial shift (Ciuriak et al., 2017). It was believed that leaving the EU would have a considerable influence on both macroeconomic and microeconomic aspects in the UK, in addition to its geopolitical impact (Douch, 2018). As a result, no one could deny that Brexit would have an impact on a vast number of businesses in the United Kingdom. In this research, Tesco PLC's impact on Brexit is examined.

1.2. Significance of Problem

The purpose of this research is to examine the effect of Brexit on Tesco PLC, both good and negative. The EU's trading relationship with the United Kingdom will be no different from that with any other non-EU nation when the United Kingdom quits the EU. Trade and financial activity in the United Kingdom might be significantly affected by this. As a result, this research aims to examine the changes in rules and evaluate how they are projected to affect Supermarket business practices in the UK and outside of the UK as well (Frieden, 2017). A UK exit would have a significant impact on the corporation, which employs over 500,000 people (Crowley, Exton and Han, 2020). It is therefore possible to get insight into the company's decision-making and risk-taking following Brexit by evaluating the impact of Brexit on Tesco PLC's performance.

1.2.1. What is the Research Issue?

This research explains how Brexit affects Tesco PLC's and Retail sector in UK, commercial, trade, and financial operations, as well as how it affects the retailer's vulnerability in the EU market.

1.2.2. Why is it an Issue?

The choice to leave the European Union was a monumental one for the United Kingdom, affecting the country's citizens, government, and enterprises of all sizes. Brexit means a great deal for the United Kingdom since it means that the nation will no longer have access to many common facilities, increased possibilities, and trade relaxations. These consequences will most

likely be felt by businesses in the country (Tylecote, 2019). As a significant retailer in the United Kingdom, Tesco PLC might give vital information about how Brexit will affect the company's earnings, sales, and business operations.

1.2.3. Why is it an Issue Now?

Choices that influence a firm must be understood so that logical conclusion can be drawn from the research and suggestions for reasonable business decisions may be made (Ebell & Warren, 2021).

1.2.4. What could this Research Shed Light on?

Tesco PLC's business operations will be examined because of the research. Moreover, it would give a framework for predicting and making suggestions for the company's future.

1.3. Statement of Purpose

For the objective of demonstrating ways, that Britain may use to reduce the trade obstacles that are expected to raise post-Brexit. After doing a case study on Tesco and how the shift affected business, this research provides advice on how to best handle the changes. Since it offers so many advantages, this investigation will make use of a case study methodology. It provides the researcher with the tools necessary to study and assess a real-life issue. In the course of the investigation, three primary themes were discovered that helped organize these effects. Brexit affected both importing goods from Britain and exporting them to EU markets. The high trade expenses suffered by the United Kingdom as a non-EU market, altered customer perceptions, and expectations.

1.4. Statement of the Problem

A lot of controversy and uncertainty surrounds Brexit. This is due to the uncertainty that exists in the current Brexit position and circumstances. Uncertainty surrounds the outcome of Brexit and whether or not it will lead to a more moderate form of withdrawal that does not fully isolate the United Kingdom politically and economically. Aside from that, Brexit-related political and economic unrest persists. British economists fear a recession because the pound has fallen in

value since the Brexit vote (Myers, 2017). As territorial politics and sovereignty have increased, the subject of Brexit has become more complicated. Nicola Sturgeon, the country's first minister, has announced that a second referendum on Scotland's membership in the United Kingdom will be held. As former Deputy First Minister McGuinness indicated before he resigned, Northern Ireland may choose to reunite with the Republic of the UK.

1.5. Overview of the Research Methodology

The research relies on secondary and primary data from a variety of sources to form the basis of its findings. A wide range of papers and questionnaires are used to gather information about how Brexit would affect Tesco PLC. To arrive at a logical conclusion, the material is condensed and presented in an organized manner.

1.6. Aims and Objectives

Aims

- How Brexit has affected the Retail Sector in the UK.
- An examination of alternative trade deals that the UK may embrace after Brexit to secure a long-term economic future

Objectives

1. What are the drivers of Brexit's impact on the retail sector?
2. What are the UK government's strategies to mitigate the risk of Brexit on the industry?
3. To identify how the retail sector can adapt to Brexit Uncertainty
4. To determine the current strategies deployed by the retail industry for businesses to be sustainable due to environmental uncertainty
5. Recommendations on how Tesco can adapt its operations to the impact of Brexit based on the findings of this study

1.7. Research Question:

An investigation on the impact of Brexit uncertainty on UK retail sectors operations

1.8. Structure of Dissertation

The research is structured in such a manner that all of the findings are displayed in one place. The study is divided into four chapters, each of which focuses on a different aspect of the investigation. The preliminary chapter introduces the reader to the research topic by articulating the background of the study, the statement of the problem, the objectives of the study, the research questions, and the justification of the study, the research methodology, as well as the limitations and delimitations of the research. The second chapter will detail the subject's literature study, examining the conceptual and theoretical framework linked with the European Union and its connection with the United Kingdom. A full literature analysis is presented to get an understanding of how previous research has discussed the impact that Brexit will have on the UK in general. The third chapter comprises the Methodology of research, Research Philosophy, Research Approach, and Research Strategy should all be included in this chapter.

The data display, Figures, Tables, Graphs, and analyses are all covered in Chapter 4. The fifth chapter focuses on the analysis results, while the final chapter examines the conclusion, limits, and potential study directions for future research.

Conclusion

Because of the research done for this dissertation, Tesco PLC now has the information it needs to understand the impact Brexit will have on its day-to-day operations. Tesco is a well-known British retailer with branches across the world. With this in mind, a vote to withdraw the UK from the EU might have significant consequences for the corporation. The consensus is that Brexit would, at the very least, heighten anxiety and drive individuals to depart the United Kingdom and other EU member states. When asked if Brexit will affect Tesco, the study was

able to offer a response. As a consequence, the study goals were uncovered, which shed light on the overall repercussions of Brexit, the underlying findings, and any further implications that may be utilised to forecast the future of Tesco and make suggestions. Because of the United Kingdom's participation in the European Union, the influence on Tesco is well explained in this paper. Many worldwide issues have an effect on Tesco's operations, which was also discussed. Afterward, the research went into great depth to examine the effect on Tesco of changes in the EU environment and other worldwide issues.

CHAPTER TWO: LITERATURE REVIEW

1. Introduction/Overview

The first part of the paper focuses on explaining what Brexit is and why a majority of British residents approved it. The second half of the paper is devoted to analyzing the impact of Brexit on imports and in the UK retail sector and determining how expectations vary from reality. The next section focuses on Brexit's impact on the immigration of workers. UK supermarket chain operations in the United Kingdom are examined in light of Brexit. It would be beneficial to examine the impact of Brexit on immigration to better understand how the labour market is impacted. Thus, the impact on goods and employment may be examined in great depth. Investigating and understanding how Brexit has affected UK logistics and supply chain activity is what this study aims to achieve (Clarke, Goodwin and Whiteley, 2017). Qualitative and quantitative methods were used in the study's methodology. Next, this research looks at how Brexit affects businesses in the UK, the EU, and outside of the EU, and how they are affected. Companies with operations in the UK that also do business in the EU and beyond the EU will benefit greatly from this study. This report proposes a variety of methods to reduce the previously described interruptions in the UK's supply chain and logistics operations. Investing in 'SMART Border' technology is a good place to start. For goods trade flows between the UK and EU, this method may minimize the amount of time and effort required to conduct customs inspections and formalities at border crossings in the UK. This research recommends that the businesses and freight transport companies engaged in the study hire additional customs agents. The positive consequence of this proposal is that it may help clear up any lingering ambiguity about trade regulations that may have resulted from Brexit. Additionally, it may make it easier for businesses and logistics providers to transport freight between the UK and the EU. Businesses situated in the United Kingdom may also consider opening a subsidiary, warehouse, or depot in the European Union (EU). Because of Brexit, many businesses will be forced to import items from outside of Europe's single market, and this strategy might help alleviate some of these logistical headaches (Erken et al., 2018).

1.1 Impact of Brexit in the Context of Retail Sector

This research focuses primarily on the economic and commercial components of Brexit that directly influence logistics and supply chains, rather than the political implications of Brexit. Businesses are influenced by a variety of factors, including political and economic ones. Because of Brexit, every sector in the UK's economy has been affected in some way. Brexit is the acronym for the UK's withdrawal from the European Union. Because of the UK's decision to impose trade sanctions on the EU, trade policies, tariffs, imports, the currency rate, exports, and several other elements might all be affected. When the UK quits the European Union, it has an effect on the country's commercial relationships. The impact of Brexit on the UK retail sector will be addressed in this study. Additionally, this article examines whether the government should interfere in the market's inefficiencies. This article will make use of the economic welfare theory to better understand how Brexit would affect the retail industry (Geyskens, 2018). Understanding how the government will intervene in the effect of Brexit on UK retail enterprises will make use of the Pareto optimality theory as an economic welfare theory.

The retail sector in the United Kingdom is large and vital to the country's economy. There were 439,718 million GBP in retail sales in 2019 (Hantzsche, Kara and Young, 2019). More than 3 million people work in retail in the United States, with 120,000 of them coming from countries in the European Union. Retailers in countries around Europe account for over 60% of all the country's imports (Simionescu, 2018). It reveals that the retail industry of the country depends heavily on European countries to do its business. UK retailers might face many unknowns and hazards now that they are no longer part of the European Union. The first risk is connected to staff retention and mobility. Schofield (2019) argues that one of the most important aspects that might be curtailed if Brexit is implemented is the free movement of workers. However, this does not imply that EU nationals now working in the UK should leave their homes. Distribution centres and supply chains, as well as warehouses, maybe challenge retail organizations to find staff. Because of the implementation of the national pension and living wage auto-enrolment, many retail enterprises are experiencing challenges with their cost base. This might lead to wage inflation. About 4% of UK retail workers are migrants from the European Union, according to Hendry et al., (2019). These workers mostly work as drivers and in processing units for the firms. These employees play critical roles in the retail industry's core operations and have some effect on the industry's cost base.

1.2 U.K. Supermarket Industry

As a German bargain retailer, Stock Market is best known. The Leibbrand Gruppe founded this supermarket in 1973, and it now has several locations throughout the globe (Coutts et al., 2018: p. 45). In this case, the bargain retailer plans to expand into the United Kingdom, which it sees as one of the world's most profitable markets. The market in the United Kingdom is considered one of Europe's most developed, sophisticated, and diverse, and it is the world's fifth-biggest (Geyskens, 2018). As a gateway to the European Union for American exporters, it also has a few trade restrictions. Penny Market will serve customers in the UK grocery market. According to a 2018 forecast, this industry would be worth an estimated 190 billion pounds (Hantzsche, Kara, and Young, 2019).

1.3 Brexit's Impact on the UK Business of Trading Market and Secure long term economic future

Brexit means withdrawal from the European Union (EU). In June 2016, the UK voted to exit the European Union in a referendum. For now, it is negotiating a new economic partnership with the EU, which does not have an official relationship with it. Several companies were impacted by the United Kingdom's exit from the free trade zone (Cheptea, Huchet & Henry 2020). Consequently, Penny Market should consider this before deciding to invest in the UK. To begin with, the UK's tariff-free trading advantages with the rest of the EU were revoked when it voted to leave the EU. Businesses operating in the United Kingdom will be subject to tariffs if they do not take advantage of these benefits. Exporters are harmed since their goods become more costly in Europe because of these policies. Because of this, Penny Market will have difficulty selling its goods in Europe. More than a third of the goods imported into the United Kingdom come from EU countries. Imports to the UK will be more expensive due to the imposition of tariffs.

Brexit's impact on the region's economy is another significant disadvantage that will most certainly hurt UK firms. Uncertainty over the UK's withdrawal from the EU is blamed for the losses. Import costs rise because of a positive influence on exports. If Penny Market invests in the United Kingdom, it should think about the potential consequences of Brexit.

Additionally, Brexit has already affected investment and job development in the United Kingdom. According to the results of a poll, businesses that have portrayed Brexit as a major cause of

uncertainty have seen lesser investment since the vote than those that have portrayed it as minor. UK's exit from FTA has also harmed job prospects in this area. It was the younger generation that was the worst hit, and by 2030, Germany is predicted to have an insufficient number of qualified workers (Bradley, 2019). Based on this, Penny Market should have difficulty filling managerial positions. Businesses in the United Kingdom are having difficulty recruiting qualified candidates. The proportion of workers who were born in the European Union fell by 5% by 2017 (Byrne & Rice, 2018).

Aims and Objectives

Aims

- How Brexit has affected the Retail Sector in the UK.
- An examination of alternative trade deals that the UK may embrace after Brexit to secure a long-term economic future

Objectives

1. What are the drivers of Brexit's impact on the retail sector?
2. What are the UK government's strategies to mitigate the risk of Brexit on the industry?
3. To identify how the retail sector can adapt to Brexit Uncertainty
4. To determine the current strategies deployed by the retail industry for businesses to be sustainable due to environmental uncertainty
5. Recommendations on how Tesco can adapt its operations to the impact of Brexit based on the findings of this study

Research Question:

An investigation on the impact of Brexit uncertainty on UK retail sectors operations

2. What is Brexit?

On June 23, 2016, the people of the United Kingdom change their votes in a campaign on the country's relationship with the European Union, and the overwhelming majority of the people

voted in favour of Brexit. Economic, strategic, and commercial advantages of being in the EU are many for these member states, given there are no taxes or charges on trade items sold in the EU member states. All member countries are subject to the same taxes rules and procedures. Professionals in some sectors, like medical, law, finance, and tourism, may practice in any member nation. In addition, the EU's member nations work together to create rules and regulations governing trade. Results of the Brexit vote suggest that 52% of people support leaving the EU, Sampson (2017) report. When there are more sellers in a market, the prices tend to go down. Both the products and the labour markets will be impacted by the increased competition, and with a decrease in demand for goods, there will be a labour shortage as well. People in the UK began to question whether they should remain in the EU in light of these consequences for the country's economy.

While all countries benefit from close ties, the people of the United Kingdom decided to leave the European Union because their economy was under pressure, (Sampson, 2017). The EU member countries were drawn to the UK because it was the hub of economic activity and a hub for the global industry. Consequently, Brexit poses a greater threat to the United Kingdom than any other EU member state. TESCO Plc. does most of its business in the United Kingdom, although it also has operations in other countries. As a result, the firm may no longer be able to hire workers from other EU nations.



Figure 1: Goods Imported and Expectations

(Source: Simionescu et al.,p: 2020)

Companies must adhere to EU regulations to export products to the EU. The European Union, for example, has rules governing animal welfare and the use of cruelty-free goods. Before importing from outside the EU, all EU nations make certain that the regulations are followed. In addition, EU nations are obligated to provide their export and import data to other EU members when the trade limit exceeds a particular threshold. When the financial year begins, the member states agree to this ceiling, but when services are exchanged, items that are moved from one portion to the other are not included.

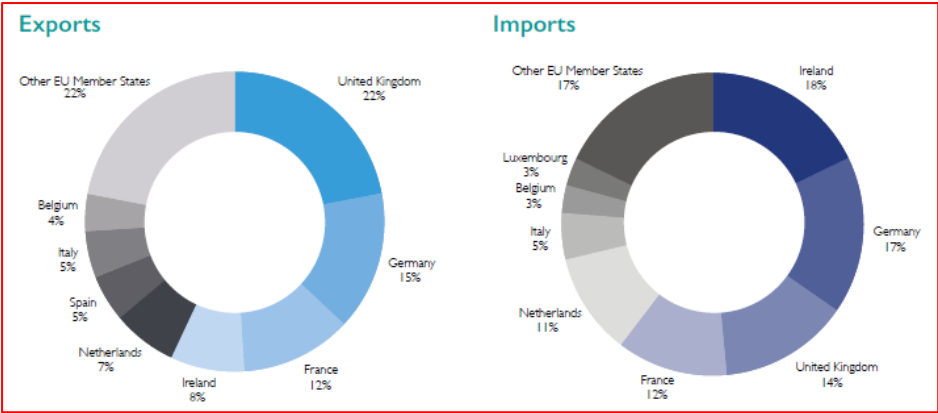


Figure 1: EU External Trade in Service by State

(Source: Breinlich et al. 2019, p:160)

Figure 2 shows the contribution of EU states to trade in the region. After Brexit, EU nations are no longer able to export their goods to the United Kingdom. However, due to the increased shipping costs, UK goods will become more costly for EU countries. The firm might have cut transportation costs by locating its production facility in EU nations before Brexit, but that is no longer an option after the vote to leave the EU. It will be difficult for TESCO PLC to compete in EU nations since the firm will be competing with other EU-based companies who get more assistance from the EU because they are EU-based (Sayer, 2017). Tesco PLC intends that the firm may have layoffs because some employees will go back to the EU because of secondary advantages. Others will have to be let go when the company's expenses soar or revenues plummet because of the lack of open access to the EU market.



Figure 3: Immigration in the Workforce

(Source: Mckevitt et al., 2017: p. 65)

This is easier for EU citizens to migrate over the continent for the job and other reasons, and that is something the UK may lose when it leaves the European Union. It exerts pressure on the labour market since the supply of workers grows and the demand falls. It decreases their pay by putting pressure on the labour market (Daneshkhu et al., 2018). Employees will, of course, work for less money than they would in a more favorable working environment if the competition is fierce. The EU citizens who are residing in another EU member nation have limited access to the country's welfare system, but their stay should be restricted to five years at most. The EU's assistance will allow them to have access to more resources and labor force than they could have on their own. As a result of the markets being open and able to interact with those in other EU nations, it will speed up the competition.

The ease with which EU countries may sell their products to each other's consumers benefits all nations since it increases competitiveness and motivates individuals to improve their skills to survive in such tough rivalry (Parker et al., 2017). Additionally, it will motivate the populace to work to the best of their abilities and make the most of their available resources. As a result, bilateral commerce, services, and companies are conceivable only if EU citizens have access to unrestricted travel.

2.1 Having Branches outside the EU

In the case of Brexit, (Butler et al., 2019: p. 152) it was pointed out that the organization would be confronted with a distinct set of issues and difficulties. First, the laws and regulations of the corporation operating outside of the United Kingdom shall be enforced by the United Kingdom. The company would have various restrictions and may only be able to fall under a particular quotation to operate in the location, which may be a demanding process in and of it. The outside world, which is teeming with rivals and countries fighting to defend their industries, will also be a factor. If the corporation wants to succeed in the EU, it has to use all of its resources (Sarah, 2017). Taxes and shipping costs will be reduced whenever possible. Cooperation and integration with enterprises that may operate freely in EU markets are two of its goals. In addition, the credibility and legitimacy of a company operating in the EU but originating from a nation outside the EU are diminished since the delivery time of the goods and services is longer than that of EU enterprises. Furthermore, EU citizens prefer EU-produced goods because of their reputation and the stringent regulations that companies must adhere to get access to the EU market. To put it another way, people's perceptions of TESCO PLC. Because market studies show that customers prefer local and EU-based firms to those from outside the EU.

3. Immediate and short-term impact of Brexit uncertainty on UK retail sectors operations:

Immediate after the Brexit vote, the RTT universally acknowledged that uncertainty notably political uncertainty has contributed to a decrease in customer confidence, the driving force behind retail's success story. According to Mike Watkins, customers need to "feel" or "be" better off in order for retail sales to continue growing, but this is doubtful given the current state of the economy (Crowley & Exton, 2018). Consumers have already committed to purchases like vacations and other long-term pre-planned expenditures, so such are less likely to alter in the near future. According to Maureen Hinton of Verdict Retail, not only does it drive down customer confidence, it stops businesses from formulating specific business strategies. For retailers, political uncertainty was of equal concern. There is little retailers can do until they know how the UK government plans to deal with the difficulties related to Brexit. Jonathan De

Mello, Harper Dennis Hobbs' Head of Retail Consultancy, says that retail real estate has suffered a similar fate to industrial real estate. In view of commercial real estate's lack of liquidity, he said that these funds were under enormous pressure to be sold at a substantially lower price than their current values due to this fact (Minford et al. 2019,p: 60). Many members of the RTT agreed that the decision to exit the European Union would have a significant impact on some retail businesses in the immediate term. Share prices of "big ticket" firms, such as those involved in the property market and car dealerships, have taken a significant fall since the Brexit vote.

3.1 UK government's strategies to mitigate the risk of Brexit on the industry

Uncertainty has been the one constant in the Brexit process for EU citizens working in the UK, for strategic corporate decisions, and for the political process itself. The CIIA poll found that 53% of organizations had done scenario planning to lessen the impact of Brexit. No agreement or negotiated contract firms have discovered a number of issues in their preparation. Lack of clarity from the UK government on the desired Brexit agreement, the number of conceivable scenarios, and the lack of information from the government via technical notifications were the three main difficulties.

Standard Chartered claimed that planning is difficult in the banking and financial services industry and that it need constant reassessment since new or amended assumptions are necessary. In the event that importing energy from the EU becomes more difficult or costly, Centrica, a provider of energy services, is planning for every possible situation, according to a recent article.

When it comes to Brexit working groups and government communications, smaller organizations have less money at their disposal. He claimed that huge corporations have been aggressively pressing the UK government for information, but for smaller enterprises, it is very difficult for their views to be heard. The CIIA's research listed Johnson Matthey, a multinational chemicals business, as focused on the effects of custom barriers and non-tariff obstacles, as well as supply chain disruption "in the scenario of a hard Brexit. It is also taking into account the impact on the organization's contractual responsibilities and EU research and innovation funds.

Conclusion

Final thoughts on the extent of the UK grocery market and how enterprises planning to invest in it are more likely to influence conclude this study. In Great Britain's grocery market, an oligopoly's fundamental characteristics have been found. The implications of the United Kingdom's departure from the European Union have also been examined. In addition, the impact of Brexit on UK-based businesses was also addressed in the report. Businesses in this area have been affected by the crisis. This region's market appeal must be considered before a company expansion such as Penny Market begins construction on a shop here.

As the name "Brexit" suggests, this pertains to the UK's vote on EU membership. The majority of British citizens chose to leave the European Union, expressing their displeasure with the country's continuing participation in the union. Both the UK's economy and the environment at TESCO PLC will be significantly impacted by this decision. As a member of the European Union, citizens can roam freely between EU nations. Commodities are also free of duties and tariffs. Those in the medical, legal and other specialized fields may work in other EU countries.

CHAPTER THREE - RESEARCH METHODOLOGY

3.1 Brief Introduction of the Chapter

A qualitative technique based on secondary sources of information was employed for this study. The information comes from a variety of sources, including online libraries, scholarly publications, and websites. Therefore, researchers may focus on elements that cannot be

measured but have a significant impact on the study's outcomes when using qualitative evidence. Qualitative data is used to fill in the gaps left by quantitative data, resulting in reviews that are more accurate and insightful. Because of the short deadline for completing the preceding dissertation, the research methodologies selected for use in this one will only rely on secondary data (Chetty, 2018). Because of the dissertation's subject, Brexit has had a significant influence on the UK retail industry. To make the case study more accessible and credible, this method was used. Because the journal publications in question have been peer-reviewed by people with experience in Brexit, the data they contain may be trusted. Moreover, because Brexit began in 2016, all of the gathered data will be current.

As a researcher, users do not have to worry about ethical difficulties with the data that gather, since it is already accessible online, in books and journals, and other places (Kothari, 2018). Ethical considerations may be avoided by using secondary data; therefore confidentiality and anonymity are not a concern while using this technique. Since of this, secondary research is advantageous because information may be found in several sources that all connect. As a result, secondary research is more cost-effective than primary research since qualitative approaches may be used on a broad scale in secondary research.

3.2 Research Philosophy

Saunders (2017) characterizes a system of ideas and assumptions about the evolution of knowledge as 'Research Philosophy' at each level of their work, the researchers make a variety of assumptions, including epistemological, ontological, and axiological ones. The researchers' study topics, methodologies, and conclusions will all be shaped by these unavoidable assumptions. The researcher's choice of methodology, data collection methods, and results in analysis procedures will be supported by a well-organized and coherent set of assumptions. For the first time, the logistics and supply chain operations for which the UK is responsible will be affected by the unprecedented event that is Brexit (Davey, 2021). This problem is still unresolved, ambiguous, and has not yet been completely uncovered. Therefore, this study's topic and questions need real solutions rather than abstract distinctions.

3.3 Research Strategy

Tesco's Brexit-related consequences are examined using this technique, which categorizes them into three primary topics. There are three main themes in this report: the consequences of the importation of commodities, the immigration of employees, and the creation of retail outlets in EU countries (Snieder & Larner 2019). It is crucial to remember that data was gathered by three main study objectives. Initially, the effects of Brexit on Tesco Plc and UK supermarkets were analyzed, and it was found that these changes influenced the company's EU imports, including food supply and other commodities. The impact of immigration on Tesco because of Brexit was the subject of the second topic.

It is important to remember that the Brexit decision has an impact on employment, particularly for employees living in the UK who work in various EU markets. As a result, the company's non-British shareholders were adversely impacted by this decision. The Brexit vote's impact on Tesco's foreign growth strategy was the third issue that led to the data collecting. When it comes to the supply and distribution of goods to customers outside of the country of origin, many worldwide businesses like Tesco Plc choose to franchise (Zukauskas et al., 2018). Since Tesco was trying to expand into new European markets, the Brexit decision has hampered their ability to do so.

3.4 Research Approach – Qualitative Approach Case Study

To do a case study, one must focus on a single individual or group of individuals. Many researchers employ this method because of the theoretical and practical advantages it brings to the analysis itself. Large-scale studies may be generalizable, but they may not be good at pinpointing what is occurring in a particular industry or capacity. As a way to focus the analysis and minimize the research's generalisability, case studies are often used in these types of studies (Durrheim, 2018).

Qualitative data collecting is another method utilized for the analysis (Creswell, 2019). This method is beneficial because it provides a comprehensive review of a wide range of topics, including political, economic, social, and strategic possibilities. However, there is a drawback in that the study might be time-consuming and stressful due to the difficulty of acquiring all of the necessary data from impartial sources (Yueh, 2017). Measuring this data may also be difficult in

certain cases, and there is a risk of a wrong interpretation occurring if sufficient information is not supplied. As a rule, case studies focus on a single event that occurred in a given location and at a certain period in time. Due to this drawback, the analysis is only useful for a short period and is redundant in all other circumstances (Goertzen, 2017).

3.5 Research Design

A strategic framework for action, 'Research Design' acts as a bridge between the research questions and the actual implementation or execution of the study (Durrheim, 2018). There are three major categories of research design: quantitative, qualitative, and mixed approach. The mixed-method research design was used for the study because it included both qualitative and quantitative approaches.

The Mixed-Method Research Design

Creswell (2019) defined mixed methods research as a technique to study that combines or associates both quantitative and qualitative modes of analysis. Methods such as qualitative and quantitative analysis, philosophical presuppositions, and a mix of the two are all discussed in this section. A content analysis of the acquired data was undertaken using a variety of research approaches. Since numerical data may be converted into useful statistical information, the quantitative technique was employed to answer questions in the study (Joshi, 2017).

3.6 Sampling

Saunders (2017) showed how sampling techniques provide numerous strategies that enable researchers to acquire less data by just looking at a subset of the available instances or aspects of the whole population. Choosing a sample for research problems when it is impossible to acquire data from the whole population necessitates sampling. As defined by Saunders (2017), the non-probability sampling methodology is a strategy that provides several alternatives for sample selection based on the researcher's subjective judgment. That study used a non-probability sampling method. When conducting a study, the size of the sample is critical since it provides an accurate representation of the total population. The overall number of logistics and supply chain sector managers and specialists in the UK is thought to be in the tens of thousands, if not hundreds of thousands, according to the poll. That sector's professionals and academics were selected as a survey sample. As a result, the researchers were able to compile a representative

sample of UK supply chain professionals and academic lecturers by selecting 117 individuals at random from among the researcher's LinkedIn contacts and from the official university websites (Quinlan et al., 2019).

3.7 Data Collection Methods and Analysis

To conduct this study, primary and secondary data gathering methods will be employed, where primary data is data that has never been collected previously. Secondary data, on the other hand, is material that has already been gathered and analyzed by another researcher (Weathington, Cunningham and Pittenger, 2017). Original data is based on the collecting of primary documents concerning Tesco and the impact of Brexit on its international trading. Because they let the researcher observe what has previously been done, secondary data gathering methods are useful for guiding the creation of new studies. As a result, firms in the grocery retail and eating-out segments are less optimistic about current trade circumstances than they were in October 2020, according to a poll. Appendix 1 shows both Primary and Secondary data collections.

3.7.1 Primary Data collection

In order to gather data on the effect of Brexit on the UK retail industry, the researcher used several approaches, including interviews, focus groups, and document searches (Neuman, 2019).

Due to the fact that it minimizes influence in research and allows researchers to collect their own data in order to meet their study objectives and goals, primary research data is regarded the most trustworthy. It was decided that online surveys utilizing the survey technology "Survey Monkey" were the most effective way to gather quantitative data. These surveys were done from July 1 to July 21, 2021. LinkedIn profiles and email addresses were used to contact the survey participants. The Data is collected taking into account 119 employees from Tesco. It is necessary to design semi-structured interview questions for gathering primary data from Tesco workers. The numbers of Tesco Senior managers that participated in the semi-structure interview are 10 and 119 no of TESCO employees are participated in the Research. It is recommended that you perform the semi-structured interview with three Senior Tesco executives.

3.7.2 Secondary Data collection

(Watkins & Gioia 2018) suggested that it is far less expensive to pick utilizing secondary data than to the researcher conducting the collecting procedure by himself. Therefore, the researcher would be able to study a bigger quantity of data. There would be more accessible time to think about substantive concerns and theoretical purposes as the time and effort shall be spared for examining the acquired data. In this study, it was important to cover as many press items as possible from trustworthy newspapers and news organisations on Brexit related challenges to the supply chain and logistics industry and that is why the secondary data approach was preferred for this part of the research project. The secondary data gathering strategy was employed for the qualitative data sources; it comprises reports and news items. The most trustworthy and credible news sites including BBC News, Reuters, and The Guardian have been accessed for gathering majority of the data sources. Google Scholar had been used for acquiring the essential scholarly publications (Morse & Niehaus, 2017).

3.7.3 Administration of the Survey

Concerns about survey administration may be addressed by including a Consent Statement or Privacy Notice at the start of the survey form. People completing the survey might be asked to agree to a consent statement explaining data transfer procedures, privacy practices, how cookies are used or other rules by the survey administrator (McGowan, 2017). Admins may use logic to exclude persons who disagree from the survey. If administrators are sending surveys to users in the European Union, where data rules may necessitate this, they may use this feature. Only the signed permission from serves as a connection between the person and the study. Surveys performed outside of a research environment seldom need written agreement; hence, most surveys fit the standards for waivers of signed consent. Consent form was given to the participants with information about the project. Appendix 2 shows semi structured interviews.

3.8 Reliability and Validity

Reliability may be defined as the degree to which findings drawn from data analysis can be trusted to be correct. Consistency is a statistical word used to describe a measure's reliability. That may be compared to a circumstance where a third person with an identical set of evidence

will arrive at the same factual findings (Jackson & Shepotylo, 2018). The term "validity" refers to circumstances that are both well founded and closely aligned with real-world occurrences. Concepts are being investigated to their fullest degree when applied to real-world scenarios, and this is done using computer simulations that can be tested for validity.

For this paper, the terms "reliability" and "validity" mean that any other researcher looking into the implications of Brexit will find the same results as have. With Brexit on the verge of causing major difficulties for Tesco plc, this study's suggestions are guaranteed to help alleviate these issues (Howarth & Quaglia, 2017). To compile the data for this research, used information from primary sources about Tesco Plc and compared it to information about other, comparable organizations that were properly mentioned and connected to the current investigation.

3.9 Ethical Consideration

While conducting the analysis, several considerations must be taken into account. As a first step, the data was provided in its original form and there were no alterations (Hulsman et al., 2018). Make sure that the data is delivered fairly and accurately and that there is no manipulation or misunderstanding by the researcher. Authentic research can only be produced if researchers are honest and upfront about the facts they are sharing with the public. It is also important to ensure that any research is accurate and relevant. Any secondary data relating to Brexit's impact on the UK Supermarket and Tesco PLC is included in this research, as well as studies that cover comparable themes and give additional insight. Ethics guarantees that data collection and analysis are conducted with honesty (Richardson et al., 2019).

3.10 Limitations of the Qualitative Research

There is a major drawback to qualitative research in that it collects data that is too limited and shallow. Since the findings of qualitative research are not unique to the particular research questions, they cannot be used to answer those questions (Wiek & Lang, 2020). Rather, they are generic findings and results that may be applied to a wide range of subjects or locations. Due to this, the findings of qualitative research are more general and hence lack a unique level of specificity that is necessary for research.

It is challenging to discover a case study that covers all of the research subjects you are interested. A single person's views and opinions are included in a case study. As a result, individuals have a predisposition to see things from a certain perspective. In every kind of training program, time management is essential. As a result, case studies often take a long time to complete compared to other types of study.

Conclusion

An appropriate research technique was devised for the study's goal, which was to bring attention to the impact that Brexit will have on the UK retail industry and Tesco PLC's performance. Researchers like secondary data analysis because it saves time and shows how others have approached the topic. The case study method was chosen because it not only narrows the scope of the review to a narrow area of study but also makes it simpler to grasp the nuances of a given circumstance. Multiple sources of data were employed for the study's relevance, authenticity, and significance. Many ethical issues had to be examined throughout the process, including the veracity of the data, the accurate and fair depiction of the data, and the appropriateness of the methodology.

REFERENCES

- Aguinis, H., and Henle, C.A., (2019). Ethics in research. *Handbook of research methods in industrial and organizational psychology*, pp.34-56.
- Armstrong, K.A., Bulmer, S. and Bulmer, S.J., (2018). *The governance of the single European market*. Manchester University Press.pp.50-87.
- Baxter, P. and Jack, S., (2018). Qualitative case study methodology: Study design and implementation for novice researchers. *The qualitative report*, 13(4), pp.544-559.
- Beier, F.K., (2019). Industrial property and the free movement of goods in the internal European market. *IIC*, 21(2), pp.131-159.
- Frieden, J.A., (2017). The impact of goods and capital market integration on European monetary politics. *Comparative Political Studies*, 29(2), pp.193-222.
- Ebell M and Warren J, (2021). 'The long-term economic impact of leaving the EU', National Institute of Economic and Social Research, p. 122.
- Kentish B, (2019). 'Jeremy Corbyn to highlight the economic "benefit" of Brexit as he demands UK stop relying on cheap labour from abroad, PP. 56-98.
- Howarth C, Persson M, (2018). What if...? The consequences, challenges and opportunities facing Britain outside the EU, Open Europe, PP.67-78.
- Ciuriak D, Xiao J, Ciuriak N, Dadkhah D, (2017). The Trade-related Impact of a UK Exit from the EU Single Market, pp.145-198.
- Douch M (2018). 'Estimating the trade effects of the Brexit announcement shock', UK in a Changing Europe, pp.145-178.
- Crowley M, Exton O and Han L,(2020). 'Renegotiation of trade agreements and firm exporting decisions: Evidence from the impact of Brexit on UK exports', UK in a Changing Europe, pp.34-57.
- Tylecote R, (2019).Plan A+: Creating a prosperous post-Brexit UK, Institute of Economic Affairs, pp. 112-120.

Crowley, M. A., O. Exton, and L. Han, (2018), 'Renegotiation of Trade Agreements and Firm Exporting Decisions: Evidence from the Impact of Brexit on UK Exports', American Economic Association: Papers and Proceedings, forthcoming.

Myers, M.D., (2017). Qualitative research in information systems. *Management Information Systems Quarterly*, 21(2), pp.241-242.

Tesco. (2018). Annual Report and Financial Statements 2018. Pp. 25-45.

Zimmermann, K.F., (2019). Tackling the European migration problems. *Journal of Economic Perspectives*, 9(2), pp.45-62.

Clarke, H.D., Goodwin, M.J., and Whiteley, P. (2017). Brexit. Cambridge, UK: Cambridge University Press. Pp. 117-178.

Minford, P. (2019), 'The effects of Brexit on the UK economy', *The World Economy*, Vol. 42(1), pp. 57-67.

Erken, H., Hayat, R., Prins, C., Heijmerikx, M., and de Vreede, I. (2018). Measuring the permanent costs of Brexit. *National Institute Economic Review* 244(1), pp. R46–R55.

Geyskens, I., (2018). 'Retailer power in the grocery industry', in Gielens K. and Gijbren E. (eds.) *Handbook of research on retailing*. Cheltenham: Edward Elgar Publishing, pp. 399-410.

Coutts, K., Gibson, N., Buchanan, J., (2018). The macro-economic impact of Brexit: using the CBR macro-economic model of the UK economy (UKMOD). *Journal of Self-Governance and Management Economics*, 6(2), pp. 7–49.

Hantzsche, A., Kara, A. and Young, G., (2019). The economic effects of the UK government's proposed Brexit deal. *The World Economy*, 42(1), pp.5-20.

Cheptea, A., M. Huchet, and L. Henry (2020). How will Brexit affect the patterns of European agricultural and food exports? mimeo.

Byrne, S., J. Rice, (2018). Non-tariff barriers and goods trade: A Brexit impact analysis. Technical report, Central Bank of Ireland.

Bradley, D. and B. Hill (2019). Quantitative modeling for post-Brexit scenarios. Final report for AHDB, Agribusiness Consulting| Informa. Updated, 232. Brakman, S., H. Garretsen, and T. Kohl (2018). Consequences of Brexit and options for a "Global Britain". *Papers in Regional Science* 97(1), 55–72.

Sampson, T. (2017) 'Brexit: the economics of international disintegration. *Journal of Economic Perspectives*, 31(4), pp. 163-84.

Scahill, E. (2020) 'Monopoly and monopsony power in a market for mud'. *Journal of Economics Teaching*, 5(1), pp. 30-36.

Simionescu, M., Streimikiene, D. and Strielkowski, W. (2020) 'What does Google Trends tell us about the impact of Brexit on the unemployment rate in the UK?' *Sustainability*, 12(3), p. 1011.

Breinlich, H., Leromain, E., Novy, D. and Sampson, T., (2019). Exchange Rates and Consumer Prices: Evidence from Brexit. Web.

Sayer, D., 2017. White riot—Brexit, Trump, and post-factual politics. *Journal of Historical Sociology*, 30(1), pp.92-106.

Mckevitt, Fraser, (2017). "Lidl becomes the UK's seventh largest supermarket," *Kantar Worldpanel*, PP.54-78.

Daneshkhu, Scheherazade and Vandeveld, Mark, (2018). "Why has the pound made Marmite cost more?," Pp. 45-78.

Butler, Sarah, (2019). "Tesco runs short on Marmite and household brands in price row with Unilever," *The Guardian*, pp. 110-150.

Parker, George and Campbell, Peter, (2017). "UK business secretary rules out post-Brexit protectionism," *Financial Times*, pp. 56-98.

Sarah, (2017). "Why is Tesco buying Budgens' owner – and will it affect shoppers?" *The Guardian*, Pp 167-205.

Kothari, C. R. (2018). *Research methodology: Methods and techniques*. New Age International.

- Joshi, A., Kale, S., Chandel, S., & Pal, D. K. (2017). Likert scale: Explored and explained. *British Journal of Applied Science & Technology*, 7(4), 396.
- Saunders, M., Lewis, P., & Thornhill, A. (2017). *Research methods for business students*. Pearson education.
- Chetty, P. (2018). Importance of research approach in research. *Research Design Strategy*.
- Davey, J. (2021). UK supermarkets seek urgent action on Northern Ireland supplies. Reuters.
- Snieder, R., & Larner, K. (2019). *The art of being a scientist: A guide for graduate students and their mentors*. Cambridge University Press.
- Žukauskas, P., Vveinhardt, J., & Andriukaitienė, R. (2018). Philosophy and paradigm of scientific research. *Management Culture and Corporate Social Responsibility*, 121.
- Durrheim, K. (2018). Research design. *Research in practice: Applied methods for the social sciences*, 2, 33-59.
- Creswell, J. W. (2019). A framework for design. *Research design: Qualitative, quantitative, and mixed methods approach* 9-11.
- Yueh, L. (2017). Britain's Economic Outlook after Brexit. *Global Policy*, 8, pp.54-61.
- Goertzen, M. J. (2017). Introduction to quantitative research and data. *Library Technology Reports*, 53(4), 12-18.
- Quinlan, C., Babin, B., Carr, J., Griffin, M. (2019) *Business Research Methods*. 2nd Ed. Andover, UK: South-Western Cengage.
- Weathington, B., Cunningham, C. and Pittenger, D. (2017). *Research Methods for the Behavioural and Social Sciences*. 2nd ed. Hoboken: John Wiley & Sons.
- Watkins, D. and Gioia, D. (2018). *Mixed Methods Research*. Oxford: Oxford University Press.
- Vartanian, T. (2019). *Secondary Data Analysis: Pocket Guide to Social Work Research Methods*. 1st ed. Oxford: Oxford University Press.

- Vickers, B. and Khorana, S. (2018). *Navigating Uncertainty: Towards a Post-Brexit Trade and Development Agenda*. 1st ed. London: Commonwealth Secretariat.
- Schutt, R. (2019). *Investigating the Social World: The Process and Practice of Research*. 1st ed. Thousand Oaks: SAGE.
- Sekaran, U. and Bougie, R. (2018). *Research Methods for Business: A Skill Building Approach*. 7th ed. Chichester: John Wiley & Sons.
- Padgett, D. (2018). *Qualitative Methods in Social Work Research*. 3rd ed. California: SAGE Publications.
- Patten, M. and Newhart, M. (2017). *Understanding Research Methods: An Overview of the Essentials*. 10th ed. New York: Taylor & Francis.
- Morse, J. and Niehaus, L. (2017). *Mixed-Method Design Principles and Procedures*. 1st ed. New York: Routledge.
- Neelankavil, J. (2020). *International Business Research*. 1st ed. New York: M. E. Sharpe.
- Neuman, L. (2019). *Social Research Methods: Qualitative and Quantitative Approaches*. 7th ed. Milwaukee: Pearson Education.
- McGowan, L. (2017). *Preparing for Brexit: Actors, Negotiations, and Consequences*. 1st ed. Cham: Springer.
- Jackson, K. and Shepotylo, O. (2018). Post-Brexit Trade Survival: Looking Beyond the European Union. *Economic Modelling*, 73, pp.317-328.
- Howarth, D. and Quaglia, L. (2017). Brexit and the Single European Financial Market. *JCMS: Journal of Common Market Studies*, 55, pp.149-164.
- Hulsman, J., Oulds, R., Buckle, R., Hewish, T., and Mansfield, I. (2018). *Brexit: Directions for Britain outside the EU*. 1st ed. London: Institute of Economic Affairs.
- Manners-Bell, J. (2019). *Supply chain risk: Understanding emerging threats to global supply chains*. Kogan Page Publishers.

- McFarlane, G., Lewis, T., & Lang, T. (2018). Food, Brexit and Northern Ireland: Critical Issues.
- Richardson, A. J., Ampt, E. S., & Meyburg, A. H. (2019). Survey methods for transport planning (pp. 75-145). Melbourne: Eucalyptus Press.
- Wiek, A., & Lang, D. J. (2020). Transformational sustainability research methodology. In Sustainability Science (pp. 31-41). Springer, Dordrecht.
- Lampzey, M. C., Makos, J., Choden, P. C., BowabSak, M. N. A., & Naeimi, I. A., (2020). Political Factors Affecting Business.
- McShane, S. L., & Von, M. A. (2018). Organizational Behavior (Eighth). New York, NY: McGraw Hill Education.
- Perreault, W. D., Cannon, J. P., & McCarthy, E. J. (2019). Essentials of marketing: a marketing strategy planning approach. New York, NY: McGraw Hill Education.
- Zikmund, W., Babin, B., Carr, J. and Griffin, M. (2018). *Business Research Methods*. 9th ed. Cleveland: Cengage Learning.
- Oliver, T. and Williams, M. (2019). Special Relationships in Flux: Brexit and the Future of the US-EU and US-UK Relationships. *International Affairs*, 92(3), pp.547-567.
- Olsen, W. (2019). *Data Collection: Key Debates and Methods in Social Research*. 2nd ed. London: SAGE.
- Martill, B. and Staiger, U. (2018). *Brexit and Beyond: Rethinking the Futures of Europe*. 1st ed. London: UCL Press.
- Belke, A. and Gros, D. (2017). The Economic Impact of Brexit: Evidence from Modelling Free Trade Agreements. *Atlantic Economic Journal*, 45(3), pp.317-331.
- Hosoe, N. (2018). Impact of Border Barriers, Returning Migrants, and Trade Diversion in Brexit: Firm Exit and Loss of Variety. *Economic Modelling*, 69, pp.193-204.
- Bruno, R., Campos, N., Estrin, S. and Tian, M., (2020). Technical Appendix to 'The impact of Brexit on foreign investment in the UK' Gravitating towards Europe: an econometric analysis of the FDI effects of EU membership.

Chen, W., Los, B., McCann, P., Ortega-Argilés, R., Thissen, M. and van Oort, F., (2018). The continental divide? Economic exposure to Brexit in regions and countries on both sides of The Channel. *Papers in Regional Science*, 97(1), pp.25-54.

Cuadros, N., (2018). Bremaining in Vogue: The Impact of Brexit on the Fashion Industry.

Dhingra, S., Ottaviano, G., Sampson, T. and Van Reenen, J., (2020). The impact of Brexit on foreign investment in the UK. *BREXIT 2016*, 24.

Dhingra, S., Ottaviano, G.I., Sampson, T. and Reenen, J.V., (2020). The consequences of Brexit for UK trade and living standards.

Kibasi, T., (2020). Understanding Brexit: Why does it feel like this and where do we go from here?. *Juncture*, 23(1), pp.12-17.

Lea, R., (2018). Trading with the EU post-Brexit: the WTO option is perfectly feasible. *Arbuthnot Banking Group*, p.61-98.

McRobbie, A., (2020). Towards sociology of fashion micro-enterprises: Methods for creative economy research. *Sociology*, 50(5), pp.934-948.

Moore, P., (2017). EU labour law section: The Great Deregulation and the campaign for free movement of labour post-Brexit. *Capital & Class*, 41(2), pp.358-365.

Turker, D. and Altuntas, C., (2019). Sustainable supply chain management in the fast fashion industry: An analysis of corporate reports. *European Management Journal*, 32(5), pp.837-849.

Wadsworth, J., Dhingra, S., Ottaviano, G. and Van Reenen, J., (2019). Brexit and the Impact of Immigration on the UK. *CEP Brexit Analysis*, (5), pp.34-53.

Rigby, C. (2019), “The Brexit effect on UK retailers – and their supply chains: study”

APPENDIXES

Appendix 1:

Table 1: Data Collected

Name of the document	Brief description	Access from
Primary data		
Brexit and Environmental Law at the International Level	<ul style="list-style-type: none"> • The Legal Implications of Brexit: • After Brexit, what are the UK's international trading responsibilities? 	www.cigionline.org
Environmental Justice in the Post-Brexit UK: The Role of International Organizations	<ul style="list-style-type: none"> • Extinction Rebellion and Environmental Justice • Post-Brexit, what are the opportunities for the Retail sector in the United Kingdom? 	www.cigionline.org
Surveys conducted	Two groups of five people each answered some basic questions on the viewpoints of Tesco PLC. All of these people worked for Tesco as executives.	Personal interviews
Survey data gathered	Surveys on Brexit and the supply chain were taken from a variety of sources.	WhatuThink.org
Secondary data		
Annual Report of Tesco PLC and UK supermarket	A look into the company's finances was done with the use of secondary data.	https://www.tescopl.com
Books on Tesco and the Retail market	There was a focus on the impact of Brexit on business in the selection of reading materials.	Google scholar, Emerald publishing, and J store
Journal articles	International commerce, law, politics, and social policy articles in journals	Vartanian, T. (2019), Vickers, B. and Khorana, S. (2018) & Manners-Bell (2019)
Books	International trade, the EU and the United Kingdom's Management Services, and Brexit Nature, Qualitative Research, Regional Policy, and Independent Reporting The Quarterly Review of Politics, Brexit: European Business Speaks Out, Journal of Social Policy, British Journal of Management The UK-EU Economic Relationship: A Review, World of Research on Qualitative Methods	Using qualitative case studies as a learning tool for researchers of all experience levels. Schutt, et. al. (2019), Sekaran, U. and Bougie, et.al. (2018), Padgett, et.al (2018).

Appendix 2: Survey Questionnaire

The numbers of Tesco Senior managers that participated in the semi-structure interview are 3 and 119 no of TESCO employees are participated in the Research.

Q1:

Researcher: How will Brexit affect the UK retail sector, namely the supermarkets?

Senior Manager 1: Nearly 80 percent of food imports to the United Kingdom originate from the European Union (EU).

Q2:

Researcher: How has Brexit affected Tesco's Operation?

Senior Manager 2: Our supply chain has suffered due to Brexit and the pandemic. also, getting goods to the UK now takes weeks instead of days, this has affected the way we operate now.

Q3:

Researcher: Do you have any ideas as to how this impact might express itself?

Senior Manager 2: Most of the impacts are predicted to be detrimental.

Q4:

Researcher: Do you believe there are any underlying causes for this transition?

Senior Manager 2: Increased costs, tighter legal limitations, shifting strategies, and currency depreciation are all factors that might wreak havoc on the current scenario.

Q5:

Researcher: What do you believe the firm can do to make the change?

Senior Manager 3: It is important to have an open mind and be patient to observe what happens.

Q6:

Researcher: Is there a chance that Brexit's consequences are just transitory and that everything will return to normal?

Senior Manager 1: It was generally accepted that the shift was just transitory and that everything will return to normal in due course. However, three participants agreed that the UK's economy would fall into a deep abyss if it left the European Union.

Q7:

Researcher: What are your thoughts on the general mood in the UK after the Brexit vote?

Senior Manager 1: Overall, there is no doubting that the UK would be substantially impacted by Brexit. Most of these impacts would be unfavourable, but everything would get back to normal if right techniques were implemented.

Q8:

Researcher: Do you believe that the corporation would be able to recover from the split?

Senior Manager 1: It may take some time for the firm to recover, but it will eventually do so.

Q9:

Researcher: How the retail sector can adapt to Brexit Uncertainty?

Senior Manager 2: Companies anticipate that Brexit will decrease their sales and investments while increasing exports, unit costs, labour expenses, and finance costs by a greater margin than they expect.

Q10:

Researcher: How Tesco can adapt its operations to the impact of Brexit?

Senior Manager 1: Tesco demonstrated how quickly it transformed its UK business online as demand for home delivery rose because of Brexit.

Q11:

Researcher: How has Brexit affected businesses in the UK?

Senior Manager 2: In the immediate wake of the Brexit vote, goods and services will be unable to flow freely from the United Kingdom to the European Union.

Q12:

Researcher: How does Brexit affect supply chain in UK?

Senior Manager 2: Following Brexit, migration and trade policies have increased supply constraints. In addition to rising energy costs, labour shortages have occurred in several professions, and supply chains have been disrupted.

Q13:

Researcher: How have consumers been affected by Brexit in UK?

Senior Manager 1: Retail sales were unaffected by the Brexit decision in the short term and continued to grow after the referendum. Compared to the same month in 2018, non-seasonally adjusted retail sales rose by 4.4% in March 2019.

Q14:

Researcher: What is Impact on employment and labour?

Senior Manager 3: A renowned job search engine reports that the number of people seeking for work outside the United Kingdom has increased significantly since the country decided to exit the EU. Recession is expected to raise the country's unemployment rate to 6.5%, resulting in the loss of 500,000 jobs.

Q15:

Researcher: What is Impact on Trade and Market?

Senior Manager 1: Those who support Brexit hold an opposing viewpoint. They are emphasizing other elements that make the UK an appealing place for international investment, such as competitive advantage and global supply chain ties.

Q16:

Researcher: How Future drivers and opportunities of Brexit for the UK retail industry effected

Senior Manager 3: Retail companies will need to rethink their business strategies in order to succeed in the post-Brexit environment. A post-Brexit strategy should focus on customer-centricity, efficiency, cost-extraction, and agility.

Q17:

Researcher: How does trading blocs affect Tesco?

Senior Manager 2: Since Tesco can deal with other EU member nations more easily and at a lower cost, the EU trading bloc benefits the United Kingdom's Tesco. It is possible for them to take advantage of lower import prices and get their goods more inexpensively from foreign sources.

Q18:

Researcher: How do Brexit affect economic factors Tesco?

Senior Manager 2: Tesco is concerned about economic concerns since they might affect demand, costs, pricing, and profits. High unemployment levels have a significant impact on the economy because they reduce the effective demand for numerous items, which has a negative impact on the demand necessary to create such things.

Q19:

Researcher: To prepare for the possibility of a no-deal Brexit, should Tesco undertake large-scale investments now?

Senior Manager 3: In order to establish the greatest possible regulatory environment for UK food retailers, Tesco should take use of its size to work with the British government on a partnership.

Q20:

Researcher: Will Tesco products will disappear from UK because of Brexit?

Senior Manager 1: Tesco defies the trend after the collapse of major corporations over the EU departure. Turnover at the corporation recently increased by 3% to £27.3 billion.

Appendix 3: Participant Consent form

Consent form was given to the participants with information about the project.



This template is to assist students in the development of an 'Informed Consent Form'. It is important that you adapt this template to suit the audience and nature of your study.

Informed Consent Form

Version 6 dated 14 January 2021

<p>This research has been approved by the School of EAST/HSS/SBS/SSH (<i>delete as applicable</i>) Research Ethics Committee at the University of Suffolk.</p> <p>Should you have any concerns about the ethics of this research, please feel free to contact the Chair of the University of Suffolk Research Ethics Committee, Professor Emma Bond e.bond@uos.ac.uk (01473 338564) or the Research Development Manager, Andreea Tocca a.tocca@uos.ac.uk (01473 338656).</p>	
<hr/>	
<p>Study Title:</p> <p>Research Lead:</p> <p>Academic Supervisor (for Student Led Research):</p>	
<p>I confirm that I have read and understand the information sheet/letter (<i>delete as applicable</i>) dated <i>[insert date]</i> explaining the above research project and I have had the opportunity to ask questions about the project.</p>	<input type="checkbox"/>
<p>I understand that my participation is voluntary and that I can withdraw in accordance with the explanation offered in the Participant Information Sheet, without giving any reason and without there being any consequences.</p>	<input type="checkbox"/>

I understand that my data/responses will be anonymized and any personal or identifying information removed from published materials.

I give permission for members of the research team to have access to my data/responses as outlined in the Participant Information Sheet.

I understand that my name will not be linked with the research materials, and I will not be identified or identifiable in the report or reports that result from the research.

I understand that the data I provide will be used solely for the purposes of the research study outlined and will not be used for any other purpose. I also understand how long my data will be stored for.

I agree to take part in the above research project.

Name of Participant

(or legal representative)

Date

Signature

Name of person taking consent*

Date

Signature

(if different from lead researcher)

To be signed and dated in presence of the participant

Researcher*

Date

Signature

To be signed and dated in presence of the participant

**Delete as appropriate*

Copies:

All parties the participant should receive a copy of the signed and dated participant consent form, the letter/information sheet and any other written information provided to the participants, have signed once this form.

A copy of the signed and dated consent form should be placed in the project's main record, which must be kept in a secure location.

Appendix 4: Participant Information Form



This template is to assist students in the development of a 'Participant Information Form'. It is important that you adapt this template to suit the audience and nature of your study.

Participant Information Form

Version 5 dated 14 January 2021

This research has been approved by the School of EAST/HSS/SBS/SSH (*delete as applicable*) Research Ethics Committee at the University of Suffolk.

Should you have any concerns about the ethics of this research, please feel free to contact the Chair of the Ethics Panel, Professor Emma Bond e.bond@uos.ac.uk (01473 338564) or the Research Development Manager, Andreea Tocca a.tocca@uos.ac.uk (01473 338656).

Study Title:

Research Lead:

Academic Supervisor (for Student Led Research):

You are invited to take part in a study on [...].

This Participant Information Form will help you decide if you would like to take part. It sets out why we are doing the study, what your participation would involve, what the benefits and risks to you might be, and what would happen after the study ends. We will go through this information with you and answer any questions you may have. You do not have to decide today whether you will participate in this study. If you agree to take part in this study, you will be asked to sign the Informed Consent Form. You will be given a copy of both the Participant Information Form and the Informed Consent Form to keep. Please make sure you have read and understood all the pages of the Participant Information Form.

INDICATIVE HEADINGS only

Some of them may not be relevant to your study; please discuss with your Supervisor if you are unsure before submission.

1. What is the purpose of the study?
2. What will my participation in the study involve?
3. What are the possible benefits and risks of this study?
4. Do I receive payment for my involvement with the study?
5. What if I feel uncomfortable with an aspect of the study?
6. What if I do not want to answer a question being asked of me?
7. What if I do not want to participate in some parts/elements/tests of the study?
8. What are my rights?
9. What happens if I change my mind?
10. What happens after the study?
11. Who do I contact for more information about this study?
12. Who do I contact if I have concerns about the ethics of this research?
13. How will my data be stored and for how long?