



UK Retail Sector Post-Brexit: Challenges and Adaptations

Ramona-Annabella Disca¹, Dr Husam Alharahsheh^{2*}

¹Postgraduate Alumni – MA in International Business, Nelson College London

²Research Centre Manager, Nelson College London

*Corresponding Author

Dr Husam Alharahsheh
Research Centre Manager,
Nelson College London

Article History

Received: 13.12.2025

Accepted: 12.02.2026

Published: 26.06.2026

Abstract: Brexit, one of the most significant events in modern British history, has profoundly impacted various sectors, with the retail industry being no exception. This review paper examines the post-Brexit evolutionary trajectory of the UK retail sector, analysing the multifaceted nexus between Brexit and retail. It explores the immediate and enduring effects of Brexit on retail, including supply chain disruptions, changes in consumer behaviour, and policy impacts. The review paper also examines how retailers have adapted to these challenges through organisational changes and strategic realignments. Furthermore, it discusses the broader socio-cultural and economic implications of Brexit on the retail landscape, highlighting the need for continual research and exploration to navigate the complexities of the current market. The review paper concludes by focusing on UK-based retail case studies and includes additional questions for readers to explore.

Keywords: UK Retail Sector, Brexit Impact, Supply Chain, Consumer Behaviour, Adaptation.

Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

INTRODUCTION

One of the most significant events in modern British history is Brexit. The retail industry was not immune to the profound changes brought about by Brexit, a decision that reshaped the UK's political and economic landscape and many others. The effects of Brexit on the retail sector will be felt for a long time. The UK retail sector required a thorough understanding of its complexities and implications to succeed in the post-Brexit environment, given the extraordinary challenges posed by changes in tariff legislation, the movement of goods, and transformations in customer behaviour. On January 31, 2020, Brexit, the United Kingdom's decision to leave the European Union, took effect. There were repercussions for international trade and finance and, more specifically, for the retail sector throughout the UK. Historically, the retail sector in the United Kingdom has been a significant

contributor to GDP, providing millions of people with stable work and an indicator of economic health.

The nexus between the retail industry and Brexit is a multi-faceted one. First, Brexit's uncertainty in the years leading to its actualisation triggered consumer caution, reflected in spending patterns and investment decisions. On the other hand, once Brexit materialised, issues related to new tariff structures, border controls, and regulatory changes began to emerge, affecting the import of goods and, consequently, the supply chain of many retail businesses (Casadei and Iammarino, 2021). This review paper offers a compendium of insights and discussions that elucidate the evolutionary trajectory of the UK retail sector in the wake of BREXIT. The review paper ends with a focus on UK-based retail case studies with additional questions for readers to explore.

Citation: Ramona-Annabella Disca & Husam Alharahsheh (2026). UK Retail Sector Post-Brexit: Challenges and Adaptations; *Glob Acad J Econ Buss*, 8(3), 549-557.

Evolution of UK Retail Post-Brexit

The unexpected decision of the United Kingdom to part ways with the European Union in 2016 sent shockwaves through various sectors, retail being one of the most affected (Sampson, 2017). The immediacy of Brexit effects was felt in currency fluctuations and market uncertainties. However, as time progressed, the aftereffects of this geopolitical event started to be more deeply entrenched within the fabric of the retail domain (Breinlich *et al.*, 2021). Geiger and Güntner (2022) outlined the chronological events related to Brexit. In the post-Brexit era, retailers faced a trifecta of challenges – supply chain disruptions due to new customs checks and regulations, increased operational costs due to currency depreciations, and a cautious consumer base that was grappling with the uncertainties of a post-Brexit world (Freeman *et al.*, 2022). This multifaceted impact became a focal point for a myriad of studies. Many such studies ventured into the strategy paradigm, examining how UK-based retail giants and those headquartered outside the UK started recalibrating their operational and marketing strategies. While indigenous retailers like Morrisons and Sainsbury's focused on strengthening local supplier ties, international chains, including Aldi and Lidl, reassessed their UK expansion plans in light of the changing dynamics (Bailey *et al.*, 2022).

Shifts in Consumer Behaviour

A significant subset of the literature pivots around consumer behaviour shifts in the post-Brexit UK retail landscape. The uncertain political environment, coupled with economic challenges, undeniably influenced the way consumers approached purchasing. Hossain (2019) posited that the immediate aftermath of Brexit saw a decline in consumer confidence, translating into reduced high-ticket purchases and a pronounced shift towards value-driven buying. Consumers became more vigilant, seeking value for money, characterised by an increased inclination towards promotional offers and discounts (Gupta and Kim, 2010).

Some studies brought up an intriguing facet of brand loyalty in turbulent times. Their findings underscored that while economic considerations influenced purchasing decisions, consumers also leaned heavily into trusted brands as a safety net in uncertain times. This dual dynamic of value-seeking yet brand-leaning behaviour presented retailers with both challenges and opportunities (Yeng and Yazdanifard, 2015). The combined pressures of Brexit-induced economic challenges and the global pandemic led to a substantial increase in online retailing, altering how consumers interacted with brands and shopped (Dey *et al.*, 2022). Traditional brick-and-mortar stores faced increased pressure to

provide seamless omnichannel experiences to retain their clientele.

Policy Impacts on Retail

The aftermath of Brexit was a turbulent period for UK policy, with the retail sector squarely in the crosshairs. Understanding the gravity of the situation, the UK government initiated several policies with direct and indirect implications for retailers operating within its borders.

Trade Policy Realignments

Arguably, the most pronounced impact of these policy shifts was in the realm of trade. Departing from the European Union meant abandoning the security of a collective trading bloc and negotiating a series of individual trade agreements (Dalingwater, 2021). Retailers, particularly those with multinational supply chains, grappled with changes in tariffs, customs procedures, and regulatory standards. For instance, tariffs on luxury goods affected the fashion and accessories market, resulting in higher costs that posed challenges for maintaining profit margins without passing these costs on to consumers (Treadgold and Reynolds, 2020).

Domestic Policy Adjustments

Domestic policies underwent alterations, especially in taxation and employment. There was a move towards encouraging 'Buy British' through favourable tax regimes to stimulate domestic production, urging retailers to pivot towards local sourcing (Higgins and Clayton, 2020). Simultaneously, the tighter immigration controls affected the labour market, particularly the retail sector, which historically employed many non-UK workers. Retail chains, particularly in hospitality and customer service, had to realign their recruitment and training strategies to adapt to these changes (Alberti and Cutter, 2022).

Consumer Protection and Compliance

The Financial Conduct Authority (FCA) amplified its measures to fortify consumer interests in this new economic environment. Measures ensuring price transparency and ethical practices became paramount, requiring retailers to meticulously review and recalibrate their pricing models (Rogers, 2016). These compliance requirements, while intended to ensure fairness, added another layer of operational complexity for retailers.

General Economic Impacts

Currency Volatility and Pricing Challenges

The immediate aftermath of the Brexit vote saw the Pound Sterling undergo considerable fluctuations (Dao, McGroarty and Urquhart, 2019).

While beneficial for exporters, the weakened pound posed a significant challenge for retailers relying on imports. Import-dependent sectors, such as electronics and luxury goods, experienced cost escalations. It led to a ripple effect wherein some retailers bore the brunt of these increased costs while others passed it on to the end consumers.

Investor Confidence and Retail Property Market

A palpable uncertainty clouded the retail industry's prospects, making investors cautious. The immediate years post-Brexit saw a slowdown in the retail property market as businesses became wary of expanding or establishing new outlets (Orr *et al.*, 2023). Major global brands, previously keen to establish or expand their UK footprint, adopted a wait-and-see approach, gauging market stability before making investment decisions.

The Domestic Manufacturing Resurgence

However, not all economic implications were adverse. The combination of a weaker pound and the thrust on 'Buy British' inadvertently breathed life into specific segments of domestic manufacturing. For instance, the food and beverage sector benefited as retailers and consumers sought local alternatives, opting for less expensive domestic products. This trend towards domestic sourcing posed challenges, as questions arose about the capacity and capability of local suppliers to meet rising demand (Smith, 2023). Nevertheless, with adequate investment and strategic realignment, such sectors began to thrive.

In conclusion, the shadows of Brexit continue to loom over the UK's retail landscape, moulded by both policy decisions and broader economic forces. The industry, resilient as ever, continues to adapt, seeking pathways to thrive in this new reality.

Theoretical Frameworks

Relevant Theories

Resource Dependence Theory (RDT)

Proposed by Pfeffer and Salancik (1978), the Resource Dependence Theory posits that organisations, including retail businesses, do not operate in isolation but depend on external resources to survive and prosper. Political shifts like Brexit can significantly affect the cost, quality, and accessibility of these resources. For instance, the availability of imported items could be disrupted by revisions to trade agreements, prompting businesses to seek domestic alternatives. The RDT emphasises the importance of external stakeholders and the need for retailers to maintain good relations with them to secure access to necessary resources.

Institutional Theory

DiMaggio and Powell's (1983) Institutional Theory sheds light on how businesses take on the values and customs of the communities in which they operate. It argues that businesses do this to bolster their credibility and secure their future. In light of political changes, retail businesses may need to adjust their operations, strategies, and practices to comply with new institutional norms, including regulatory changes, shifts in taxation, and consumer expectations stemming from broader political sentiments.

Impact of Political Changes on Retail

The nexus between political changes and their impact on the retail sector can be better understood through the PESTEL framework. Here, Brexit has been analysed in the context of retail using the PESTEL dimensions:

- **Political:** The political dimension reflects how government decisions and international relations affect the retail sector. Brexit, for example, led to shifts in the UK's trade relationships, which directly affected the supply chains of many retailers.
- **Economic:** The economic implications include currency fluctuations, investor sentiments, and overall economic health. For the UK retail sector, the post-Brexit weakening of the pound had significant implications, particularly for retailers dependent on imports.
- **Social:** Changes in social sentiments often mirror political shifts. Post-Brexit, there was a noticeable move towards favouring 'British-made' products, affecting retailers' sourcing and branding strategies.
- **Technological, Environmental, and Legal:** While political events might not directly influence these dimensions, they are closely intertwined. Political decisions can lead to changes in environmental regulations or technological investments that retailers must adapt to.

In synthesising the theoretical frameworks and models, it becomes evident that political changes cast a wide net of influences on the retail sector. Retailers, in response, need to display adaptability and foresight, leveraging these frameworks to navigate the complexities introduced by such shifts.

Economic Theories of Retail Shifts

Demand and Supply Theory

At its core, retail revolves around the fundamental economic principles of demand and supply. The balance (or imbalance) between consumer demand for products and their supply determines the pricing and availability of goods in the market (Mankiw, 2021). Changes in consumer

preferences, often influenced by external events such as political upheavals or global pandemics, can alter demand. Similarly, supply-side disruptions, such as labour strikes, raw material shortages, or logistical issues, can significantly impact retail offerings.

The Theory of Retail Institutionalisation

Introduced by McNair (1958), this theory explains the cyclical nature of retail development. It posits that retail formats undergo life cycles, beginning as innovative concepts, gradually institutionalising into accepted formats, and then declining as newer, more innovative formats emerge. Such patterns were seen in the UK, where high-street stores faced challenges from online retailers, highlighting the evolutionary nature of retail in response to societal and technological changes.

Footfall Theory

A key determinant of retail success is footfall, the number of people entering a retail space. The Footfall Theory in urban economics posits that businesses in densely populated areas or near transportation hubs tend to experience higher footfall, leading to increased sales (Philp *et al.*, 2021). With the surge in e-commerce, the concept of 'digital footfall', the number of visits to a retail website, has gained prominence in recent years.

The Theory of Derived Demand

In the retail context, this theory posits that demand for certain products is derived from demand for other products (Asche *et al.*, 2002). For instance, the demand for printer ink is derived from the demand for printers. Retailers, especially those in niche markets, must thus understand these interdependencies to cater to their customer base effectively.

Understanding these economic theories is imperative for retailers and policymakers alike. While some theories have a long-standing historical precedent, the dynamism of today's globalised world requires constant adaptation and re-evaluation. An awareness of these theories equips stakeholders in the retail sector to make informed decisions and strategies.

Organisational Changes in Retail

Like many other industries, the retail sector is not static but is in perpetual evolution, driven by technological advances, socio-economic shifts, and global events. Organisational changes in retail can be understood as the modifications, adaptations, and transformations that retail businesses undergo to address these driving factors and remain competitive in the market.

Adoption of Technology and Digital Transformation

One of retail's most profound organisational changes has been the adoption of digital technologies. Retailers have increasingly embraced e-commerce platforms, digital payment methods, and data analytics. For instance, many brick-and-mortar stores now use analytics to gain insights into customer behaviour, preferences, and purchase patterns (Reinartz, Wiegand and Imschloss, 2019). This shift enhances customer experiences and supports inventory management and demand forecasting.

Supply Chain Reconfiguration

With the growth of globalisation, retailers have had to rethink and often reconfigure their supply chains. The emphasis has shifted toward creating flexible, resilient, and sustainable supply chains that can withstand political upheavals, pandemics, or natural disasters (Christopher, 2016). The sourcing of products, warehousing, and logistics have all transformed to meet these demands.

Employee Training and Skill Development

As the retail landscape evolves, there is a pressing need for employees to upskill. Training programs focusing on digital literacy, customer service in online platforms, and understanding data-driven decision-making have become paramount. Furthermore, with the emergence of AI and machine learning in retail, employees must adapt to working alongside automated systems and robots (Harris and Dennis, 2011).

Diversification and Expansion

Traditionally, retailers often specialised in particular niches or product categories. However, the modern retail environment has witnessed a trend towards diversification. Supermarkets, for instance, have expanded their offerings to include banking services, cafes, and even clothing lines. Such diversification allows retailers to tap into new revenue streams and reduce dependency on a single product or service category (Burt and Sparks, 2003).

In conclusion, the organisational changes in retail reflect the sector's adaptive responses to a dynamic environment. For retailers, understanding and implementing these changes is about survival and capitalising on new opportunities in a rapidly shifting marketplace.

Prior Research and Case Studies

Brexit's Overall Impact on Retail

Trade and Supply Chain Disruptions

Brexit led to the UK no longer benefiting from the free movement of goods afforded to EU member states. It has had immediate repercussions

for the retail sector. Many UK retailers, particularly those that rely heavily on EU imports, experienced supply chain disruptions (Tetley, 2022). There were delays at borders due to new customs checks and increased documentation requirements, resulting in longer lead times and, in some cases, stock shortages.

Currency Fluctuations and Price Impacts

The Brexit decision and subsequent negotiations led to significant fluctuations in the pound's exchange rate (Dao, McGroarty, and Urquhart, 2019). This depreciation made imports more expensive, and many retailers, faced with increased costs, had to decide whether to absorb these costs or pass them on to consumers. Some product categories experienced price increases, affecting consumer purchasing power and purchasing patterns.

Consumer Confidence and Spending

Brexit's political and economic uncertainty weighed heavily on consumer confidence. Many households, uncertain about future economic prospects, curtailed spending, particularly on nonessential items (Dey *et al.*, 2022). This cautious approach meant that sectors such as luxury goods and electronics experienced reduced growth rates post-Brexit.

Labour Market Changes

The retail sector relied heavily on EU nationals, particularly in areas like distribution and logistics. Post-Brexit, the changed immigration rules made it challenging for retailers to recruit and retain staff from the EU, leading to labour shortages and increased wage pressures (Alberti and Cutter, 2022).

In sum, Brexit has represented a complex challenge for the UK retail sector, necessitating adaptations in supply chain management, pricing strategies, and workforce planning. While some retailers have navigated and even capitalised on the new landscape, others have struggled with the pressures arising from the UK's departure from the EU.

Case Studies of Retailers

The complexities of Brexit and its implications have affected retailers differently, depending on factors such as the nature of their supply chains, dependence on EU markets, and strategic agility. Here, three distinct retailers have been analysed, elucidating how each navigated the post-Brexit landscape.

Case Study 1: Marks & Spencer

Marks & Spencer (M&S), a well-known British brand with extensive food and clothing divisions, faced specific challenges post-Brexit. A

significant portion of M&S's food products were imported from the EU countries. Due to Brexit-induced customs checks, the retailer faced delays in fresh produce reaching its stores, leading to sporadic stock shortages. M&S tackled these challenges by diversifying its supply chain, establishing new relationships with suppliers, and ramping up its warehouse capacities in the UK.

Questions for Discussion

1. How did Marks & Spencer's reliance on imported goods from the EU affect its supply chain post-Brexit? What were the specific challenges the company faced?
2. What strategies did Marks & Spencer implement to address the disruptions in its supply chain? Were these strategies effective in mitigating the impact of Brexit on its operations?
3. How important is diversification of the supply chain for retailers like Marks & Spencer in the post-Brexit landscape? What are the potential benefits and drawbacks of diversification?
4. How can retailers like Marks & Spencer balance maintaining quality and affordability of products while navigating increased operational costs post-Brexit?
5. What lessons can other retailers learn from Marks & Spencer's experience in adapting to the challenges posed by Brexit? Are there any best practices that can be replicated?

Case Study 2: ASOS

ASOS, a leading UK-based online fashion retailer, faced different challenges. With a substantial consumer base in the EU, the company initially experienced delivery delays and returns due to unforeseen customs charges. ASOS adapted by establishing distribution centres within the EU, ensuring smoother delivery processes and reducing costs for its EU customers (Lauchlan, 2016). It also revised its online pricing structure to account for import duties and VAT, ensuring consumer price transparency.

Questions for Discussion

1. What were the specific challenges ASOS faced in its operations due to Brexit, particularly concerning delivery processes and customs charges?
2. How did ASOS respond to these challenges in terms of its distribution strategies and pricing structures? What were the key considerations in these responses?
3. To what extent did ASOS's decision to establish distribution centres within the EU contribute to overcoming the hurdles posed

by Brexit? How did this decision impact its cost structure and customer experience?

4. In what ways did Brexit influence consumer behaviour and purchasing patterns for ASOS? How did the company adapt its marketing and sales strategies to these changes?
5. Reflecting on ASOS's experience, what are the implications for other e-commerce retailers operating in the post-Brexit environment? How can they leverage technology and innovation to navigate similar challenges?

Case Study 3: John Lewis Partnership

The John Lewis Partnership, encompassing both John Lewis department stores and the Waitrose supermarket chain, experienced the effects of Brexit in multiple ways. While Waitrose, which relies heavily on fresh produce from the EU, experienced supply chain disruptions similar to those at M&S, John Lewis faced increased costs for imported goods, ranging from electronics to home furnishings (Butler, 2019). The Partnership took proactive measures, like pre-booking port slots to avoid shipping delays and expanding its in-house brands, thereby reducing its reliance on external brands that had become more costly post-Brexit.

In summary, the post-Brexit landscape required retailers to display agility, foresight, and adaptability. While challenges were manifold, from supply chain disruptions to cost escalations, the retail sector's responses showcase its resilience and the strategic depths companies ventured into to ensure business continuity and customer satisfaction.

Questions for Discussion

1. How did Brexit affect the operations of both the John Lewis department stores and the Waitrose supermarket chain within the John Lewis Partnership?
2. What were the distinct challenges faced by Waitrose and John Lewis in terms of supply chain disruptions and increased costs for imported goods?
3. How did the John Lewis Partnership proactively address these challenges, such as pre-booking port slots and expanding in-house brands?
4. To what extent did Brexit influence consumer perceptions of John Lewis and Waitrose brands? How did the partnership maintain brand loyalty and trust amidst economic uncertainties?
5. Considering the strategies adopted by the John Lewis Partnership, what are the key takeaways for other retailers with diverse product offerings? How can retailers

effectively manage a portfolio of brands in response to geopolitical events like Brexit?

Research Gaps for Consideration

Extensive research on the post-Brexit retail landscape has provided valuable insights into its dynamics. Nevertheless, a review of the existing literature reveals several gaps. Addressing these gaps is crucial for future research endeavours and businesses seeking to navigate the evolving retail environment effectively. Some of the identified gaps in the literature have been mentioned here:

- **Long-Term Economic Impacts on Retail:** While numerous studies have examined the immediate effects of Brexit on the retail sector, there is a paucity of longitudinal research on its longer-term economic implications. These studies often focus on immediate disruptions, such as stock shortages or price changes. However, understanding the long-term economic implications would be instrumental in formulating future business strategies.
- **Small and Medium-sized Enterprises (SMEs) in Retail:** Major retailers such as M&S, John Lewis, and ASOS have been the focus of most studies. However, a noticeable gap is the limited focus on SMEs. Since SMEs form a significant part of the UK's retail landscape, understanding their unique challenges and adaptation strategies post-Brexit is essential. Sindakis and Aggarwal (2022) briefly touched upon this, but a more exhaustive exploration is necessary.
- **Digital Transformation and E-Commerce:** Though Xiao (2017) and Sindakis and Aggarwal (2022) investigated e-tailing, there is limited literature on the broader digital transformation in retail as a reactive measure to Brexit. Such transformations encompass e-commerce and supply chain digitisation, online customer service innovations, and digital in-store experiences. With the digital landscape changing rapidly, it is imperative to have updated research in this domain.
- **Socio-Cultural Impacts on Retail:** Most research emphasises Brexit's economic or operational impacts. However, socio-cultural shifts remain underexplored, like changing consumer perceptions or preferences due to Brexit. Does Brexit affect brand loyalties or trust in British brands? How are new socio-political elements influencing shopping behaviours post-Brexit? These questions warrant detailed academic investigation.
- **Comparative Analysis with Non-EU Retail Markets:** While much focus has been given

to the UK-EU relationship post-Brexit, limited research compares the UK's retail landscape with non-EU markets undergoing significant political or economic changes. Such comparative analyses could offer global perspectives and strategies for resilience.

In conclusion, the vast literature on post-Brexit retail undeniably provides foundational knowledge. However, these identified gaps in research highlight the necessity for continual exploration. Addressing these gaps would deepen understanding of post-Brexit retail and equip retailers with a more holistic perspective for navigating the current market's intricacies.

Conceptual Framework for Consideration by Managers and Researchers

Conceptual frameworks play a critical role in research, helping to clarify the relationships between variables, identify gaps in the existing literature, and provide a coherent structure for considerations by managers and researchers. Considering the post-Brexit retail environment in the UK, it is essential to develop a framework that intertwines political, economic, and organisational factors in which can be summarised as below:

Contextual Background: Brexit as a Catalyst

At the framework's core is the understanding of Brexit as a transformative event that has a multi-dimensional impact on the UK's retail sector. Various challenges and opportunities arose after the UK decided to leave the European Union, affecting businesses, consumers, and the broader economic environment. In this context, the shift in the political environment is a crucial element. Changes in trade relationships, regulatory changes, and the transition period resulted in considerable uncertainty. The framework should include short-term disruptions during the transition and the more enduring, long-term political changes to capture the full spectrum of Brexit's impact (Davies, 2023).

Economic Implications

Brexit's vast and multi-faceted economic repercussions have been briefly mentioned here:

- **Trade and Tariffs:** Changes in trade agreements, potential tariffs, and customs checks disrupted established supply chains, affecting the cost structure of retail businesses and, consequently, consumer prices (Freeman *et al.*, 2022).
- **Consumer Confidence and Behaviour:** Economic uncertainties influence consumers' purchasing behaviour. This element focuses on tracking changes in consumer spending, savings, and overall retail consumption post-Brexit (Dey *et al.*, 2022).

- **Currency Fluctuations:** The value of the pound sterling experienced volatility post-referendum, which had implications for import costs and, subsequently, retail pricing (Dao, McGroarty and Urquhart, 2019).

Organisational Adjustments

In response to the economic and political shifts, retailers had to make various organisational changes, such as:

- **Supply Chain Resilience:** Given the disruption to traditional European supply chains, there was an emphasis on building resilient, diversified supply routes, exploring both European and non-European sources (Roscoe *et al.*, 2020).
- **Strategic Business Reframing:** Post-Brexit, some businesses chose to reframe their strategies, whether through expanding online platforms, considering new markets, or revising product ranges (Freedman, 2022).
- **Stakeholder Communication:** Transparent communication with stakeholders became paramount, especially in managing expectations and ensuring business continuity.

Broader Socio-Cultural Shifts

The political landscape invariably interacts with the socio-cultural dimension, affecting public perceptions and behaviours. Some of such socio-cultural shifts are:

- **Perceptions of British Retail Brands:** Brexit may have influenced domestic and international perceptions of British brands, affecting brand loyalty and preferences (Dey *et al.*, 2022).
- **Cultural Shifts in Consumption:** With political identities becoming relatively more pronounced post-Brexit, there might be shifts in consumer choices based on socio-political alignments (Ackerman and Tellis, 2001).

CONCLUSION

Brexit has ushered in a new era for the UK retail sector, marked by uncertainty, challenges, and opportunities. The review paper provides a comprehensive overview of the post-Brexit retail landscape, showcasing the industry's resilience and adaptability in the face of unprecedented changes. From supply chain disruptions to shifts in consumer behaviour, retailers have been forced to recalibrate their strategies and operations to thrive in this new reality. Moreover, the review paper identifies key research gaps and proposes a conceptual framework to guide future research and inform managerial decisions. By understanding the intricate interplay between political, economic, and organisational factors, stakeholders in the retail sector can navigate the complexities of post-Brexit retail dynamics and chart a course towards sustainable growth and success.

The conceptual framework delineated in this review paper is comprehensive, encapsulating the multiple impacts of Brexit on the UK retail sector. By analysing these layers, this research provides a nuanced account of post-Brexit retail dynamics. While each key element within the framework is distinct, they are deeply interconnected, and their synergistic impact warrants thorough exploration to provide a holistic view of the current retail landscape.

REFERENCES

- Ackerman, D. and Tellis, G. (2001). Can Culture Affect Prices? A Cross-Cultural Study of Shopping and Retail Prices. *Journal of Retailing*, 77(1), pp.57–82.
- Alberti, G. and Cutter, J. (2022). Labour Migration Policy Post-Brexit: The Contested Meaning of Regulation by Old and New Actors. *Industrial Relations Journal*, 53(5), pp.430–445.
- Asche, F., Flaaten, O., Isaksen, J.R. and Vassdal, T. (2002). Derived Demand and Relationships between Prices at Different Levels in the Value Chain: A Note. *Journal of Agricultural Economics*, 53(1), pp.101–107.
- Bailey, D., de Ruyter, A., MacRae, C., McNeill, J. and Roberts, J. (2022). Perceiving and Managing Brexit Risk in UK Manufacturing: Evidence from the Midlands. *Contemporary Social Science*, 17(5), pp.1–17.
- Breinlich, B.H., Leromain, E., Novy, D. and Sampson, T. (2021). The Brexit Vote, Inflation and UK Living Standards. *International Economic Review*, 63(1), pp.63–93.
- Burt, S.L. and Sparks, L. (2003). Power and Competition in the UK Retail Grocery Market. *British Journal of Management*, 14(3), pp.237–254.
- Butler, S. (2019). *John Lewis Unveils First-ever Half-year Loss*. [online] The Guardian. Available at: <https://www.theguardian.com/business/2019/sep/12/john-lewis-warns-of-no-deal-Brexit-impact> [Accessed 20 Aug. 2023].
- Casadei, P. and Iammarino, S. (2021). Trade Policy Shocks in the UK Textile and Apparel Value Chain: Firm Perceptions of Brexit Uncertainty. *Journal of International Business Policy*, 4(1), pp.262–285.
- Christopher, M. (2016). *Logistics & Supply Chain Management*. 5th ed. Harlow: Pearson.
- Dalingwater, L. (2021). Britain's Post Brexit Trade Deals: Taking Back Control or a Threat to Sovereignty? *Angles*, 13, pp.1–19.
- Dao, T.M., McGroarty, F. and Urquhart, A. (2019). The Brexit Vote and Currency Markets. *Journal of International Financial Markets, Institutions and Money*, 59, pp.153–164.
- Davies, C. (2023). The Impact of Brexit: Polity, Politics, Policy. *Journal of European Integration*, pp.961–967.
- Dey, B.L., Alwi, S.F.S., Babu, M.M., Roy, S.K. and Muhammad, S.S. (2022). Brexit or Brand It? The Effects of Attitude Towards Brexit and Reshored Brands on Consumer Purchase Intention. *British Journal of Management*, 34(3), pp.1215–1237.
- DiMaggio, P.J. and Powell, W.W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. *American Sociological Review*, 48(2), pp.147–160.
- Freeman, R., Manova, K., Prayer, T. and Sampson, T. (2022). *UK Trade in the Wake of Brexit*. [online] Centre for Economic Performance. Available at: <https://cep.lse.ac.uk/pubs/download/dp1847.pdf> [Accessed 23 Aug. 2023].
- Geiger, M. and Güntner, J. (2022). *The Chronology of Brexit and UK Monetary Policy*. [online] ECONSTOR. Johannes Kepler University of Linz. Available at: <https://www.econstor.eu/bitstream/10419/269915/1/1802141952.pdf> [Accessed 20 Aug. 2023].
- Gupta, S. and Kim, H.W. (2010). Value-Driven Internet Shopping: The Mental Accounting Theory Perspective. *Psychology and Marketing*, 27(1), pp.13–35.
- Harris, L. and Dennis, C. (2011). Engaging Customers on Facebook: Challenges for e-retailers. *Journal of Consumer Behaviour*, 10(6), pp.338–346.
- Higgins, D. and Clayton, D. (2020). 'Buy British': UK Efforts to Turn a Slogan into Government Policy in the 1970s and 1980s. [online] CEPR. Available at: <https://cepr.org/voxeu/columns/buy-british-uk-efforts-turn-slogan-government-policy-1970s-and-1980s> [Accessed 18 Aug. 2023].
- Hossain, M.S. (2019). BREXIT: What Next? A Critical Analysis. *Journal of the International Academy for Case Studies*, 25(3), pp.1–13.
- Mankiw, N.G. (2021). *Principles of Economics*. 9th ed. Boston, MA: Cengage Learning.
- McNair, M.P. (1958). Signification Trends and Development in the Post-War Period. In: *Competitive Distribution in a Free, High Level Economy and Its Implications for the University*. Pittsburgh, PA: University of Pittsburgh Press, pp.17–18.
- Orr, A.M., Stewart, J.L., Jackson, C. and White, J.T. (2023). Not Quite the 'Death of the High Street' in UK City Centres: Rising Vacancy Rates and the Shift in Property Use Richness and Diversity. *Cities*, 133, p.104124.
- Pfeffer, J. and Salancik, G.R. (1978). *The External Control of Organizations: A Resource Dependence*

- Perspective*. Stanford, CA: Stanford Business Books.
- Philp, S., Dolega, L., Singleton, A. and Green, M. (2021). Archetypes of Footfall Context: Quantifying Temporal Variations in Retail Footfall in Relation to Micro-Location Characteristics. *Applied Spatial Analysis and Policy*, 15, pp.161–187.
 - Reinartz, W., Wiegand, N. and Imschloss, M. (2019). The Impact of Digital Transformation on the Retailing Value Chain. *International Journal of Research in Marketing*, 36(3), pp.350–366.
 - Rogers, D.L. (2016). *The Digital Transformation Playbook: Rethink Your Business for the Digital Age*. New York, NY: Columbia University Press.
 - Roscoe, S., Skipworth, H., Aktas, E. and Habib, F. (2020). Managing Supply Chain Uncertainty Arising from Geopolitical Disruptions: Evidence from the Pharmaceutical Industry and Brexit. *International Journal of Operations and Production Management*, 40(9).
 - Sampson, T. (2017). Brexit: The Economics of International Disintegration. *Journal of Economic Perspectives*, 31(4), pp.163–184.
 - Sindakis, S. and Aggarwal, S. (2022). The Implications of Brexit for Small Businesses in the UK. *Small Business Management and Control of the Uncertain External Environment*, pp.179–196.
 - Smith, F. (2023). A New Dawn? The UK's Emergent Agri-food Trade Strategy after Brexit. *King's Law Journal*, 34(1), pp.30–49.
 - Tetley, L. (2022). Brexit Remains Biggest Headache in UK's Recession-Prone Economy. *Bloomberg*. [online] Available at: <https://www.bloomberg.com/news/newsletters/2022-11-28/supply-chain-latest-uk-business-struggle-with-Brexit> [Accessed 20 Aug. 2023].
 - Treadgold, A. and Reynolds, J. (2020). *Navigating the New Retail Landscape: A Guide for Business Leaders*. 2nd ed. New York, NY: Oxford University Press.
 - Xiao, Z. (2017). *The Development of E-Commerce in Europe*. [online] Centria University of Applied Sciences. Available at: https://www.theseus.fi/bitstream/handle/10024/126167/Xiao_Ziyan.pdf?sequence=1 [Accessed 24 Aug. 2023].
 - Yeng, W.F. and Yazdanifard, R. (2015). Opportunities and Challenges in the World of Retailing and the Importance of Adaptation to the New Markets. *International Journal of Management, Accounting and Economics*, 2(9), pp.1110–1121.