

IMPACT OF SUPPLY CHAIN DISRUPTIONS AND CUSTOMER SATISFACTION WITH DELIVERY TIME IN THE UK

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Abstract

The major cause for delays and disruptions in the UK, which has impacted brand loyalty and consumer trust has been analysed. The data analysis and findings section of the current study includes description of the survey procedure involving 51 customers who faced delays in product delivery and a thematic analysis. A total of 15 closed ended questions have been asked to the survey participants through Google Forms. The results of the survey with graphical representations have been included in this section of current study. In the discussion section detailed evaluation of the survey responses have been done. The data acquired through thematic analysis have been the base of the discussion section of current study. The information acquired in the results section from both primary and secondary sources have been compared with the knowledge developed in the literature review section. Assessment of quantitative and qualitative information have been effective in addressing the research objectives. The overall improvement based on the real-time tracking would enable the customers to achieve information from the start to end for receiving the product.

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Chapter 1: Introduction

1.1Chapter Introduction

Supply chain disruption is a critical challenge in the UK, affecting businesses, the overall economy, and customers. Exaggerated supply chain vulnerabilities have impacted just-in-time inventory models and reliance on global suppliers. The study has explored the key causes of supply chain disruptions in the UK, which affect delivery delays in the increasingly uncertain global market. It has analysed the ways in which disruptions have impacted multiple industries and affected businesses and consumers alike are also analysed in the research.

1.2 Background Information

Supply chain disruptions in the UK are a growing concern, with several international and domestic considerations. Brexit and Trade Barriers, such as the UK's exit from the European Union in 2020, have introduced new customer regulations, checks on imports and exports, and delays in goods movement. As per the recent survey, it has been about three months leading to 2023, and half of the shoppers have experienced delays in delivery times with their orders. According to recent statistics, roughly 24% of the respondents reviewed their survey late (Stephanie Chevalier, 2024). This has shown that the major causes of the delays are shortages of materials and transportation delays for the consumer goods, causing customer dissatisfaction.

Pont and Simon (2025) argue that a shift in consumer behaviour has shown that brands focus on reliability and supply chain resilience rather than price. COVID-19 has further exaggerated delays. Internet retail sales increased by 47% in 2020, the fastest recorded increase over the past decade. Delivery delays have a profound impact on the UK e-commerce market. Addressing these issues is crucial for improving customer satisfaction and securing revenue in the competitive global marketplace.

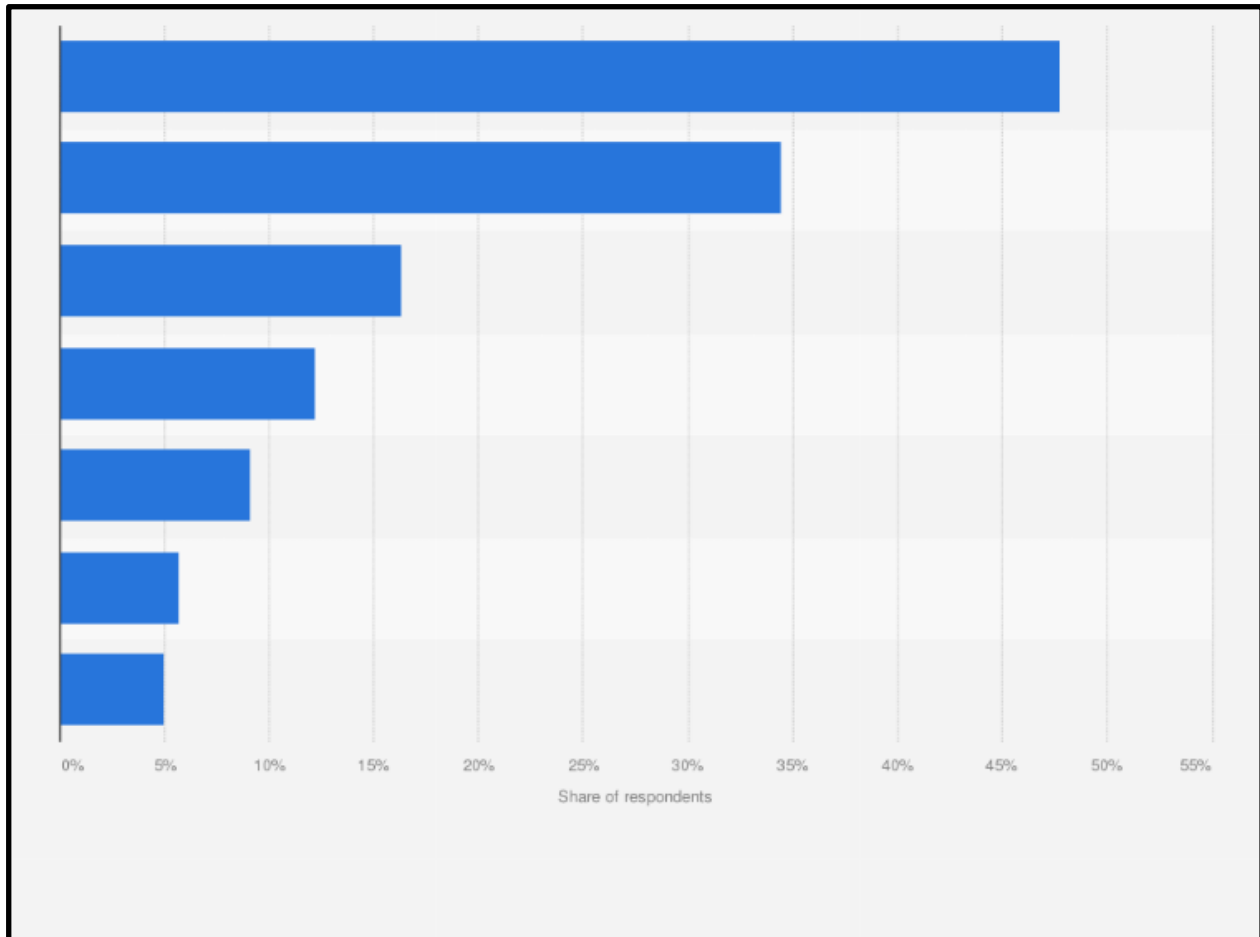


Figure 1.1: Supply chain changes across all sectors in the UK

(Source: Clark, 2024)

The above graph shows that about 47.8% of the businesses in the UK have made supply changes. About 12.2% use more EU suppliers, and only 16.3% use non-EU suppliers (Clark, 2024). The disruptions have been observed with the strong demand, rising prices, and transport costs, which have contributed to the companies delivering their goods and services. Considering this, it has been observed that the business has recently explored alternative suppliers and retail partners to reduce the dependency on a single source. As per recent statistics, the expected records for faster online delivery purchases show that nearly two-thirds of global shoppers anticipate receiving items within 24 hours (Statista Research Department, 2025). The study has explored the challenges and potential strategies for the business to adapt, innovate and remain competitive in the marketplace. The rising fleet costs and complicated marketing operations have caused delays in transporting goods from warehouses to retailers and consumers which is noticed as one

of the major bottlenecks affecting the operations in the UK. Hence, it has been shown that the industries have faced warehouse staff shortages, which has slowed down order processing and dispatch on a significant scale.

1.3 Problem Statement

The UK supply chain has faced significant disruptions due to COVID-19 and Brexit-related issues, which have raised transportation costs and labour shortages and led to global logistics bottlenecks which has resulted in delivery delays of goods to the customers.

1.4 Research Rationale

The causes of delivery delays in the UK supply chain have disrupted the flow of goods across various sectors. The primary causes for the disruptions are Brexit-related trade barriers such as custom checks, regulations and border delays, which have significantly impacted the flow of goods between the UK and the EU. According to Anozie et al. (2024), customers are increasingly looking for faster delivery options with real-time tracking for their products. With the advent of the online marketplace, customers often prefer faster and more reliable delivery trends, whereas failure to meet those results in decreased loyalty and hampers the brand image. For instance, recent data has shown that the retail delivery market is expected to grow by 1.7 billion users by 2029 (Ani Petrosyan, 2024). This has shown that the annual growth rate and market value are about to increase within the global economy by adhering to a better delivery system.

The delivery delays have led to economic losses and operational inefficiencies, decreasing customer satisfaction. The study usually focuses on understanding the causes, impacts, and mitigation strategies for delivery delays, which are essential for business success. Delivery delays have become persistent issues that have impacted businesses, customers, and even supply chain networks. As per the view of Węcel et al. (2024), the international supply chain is disrupted due to global events such as the Ukraine- Russia war and the pandemic, which has led to longer transit times and higher shipping costs.

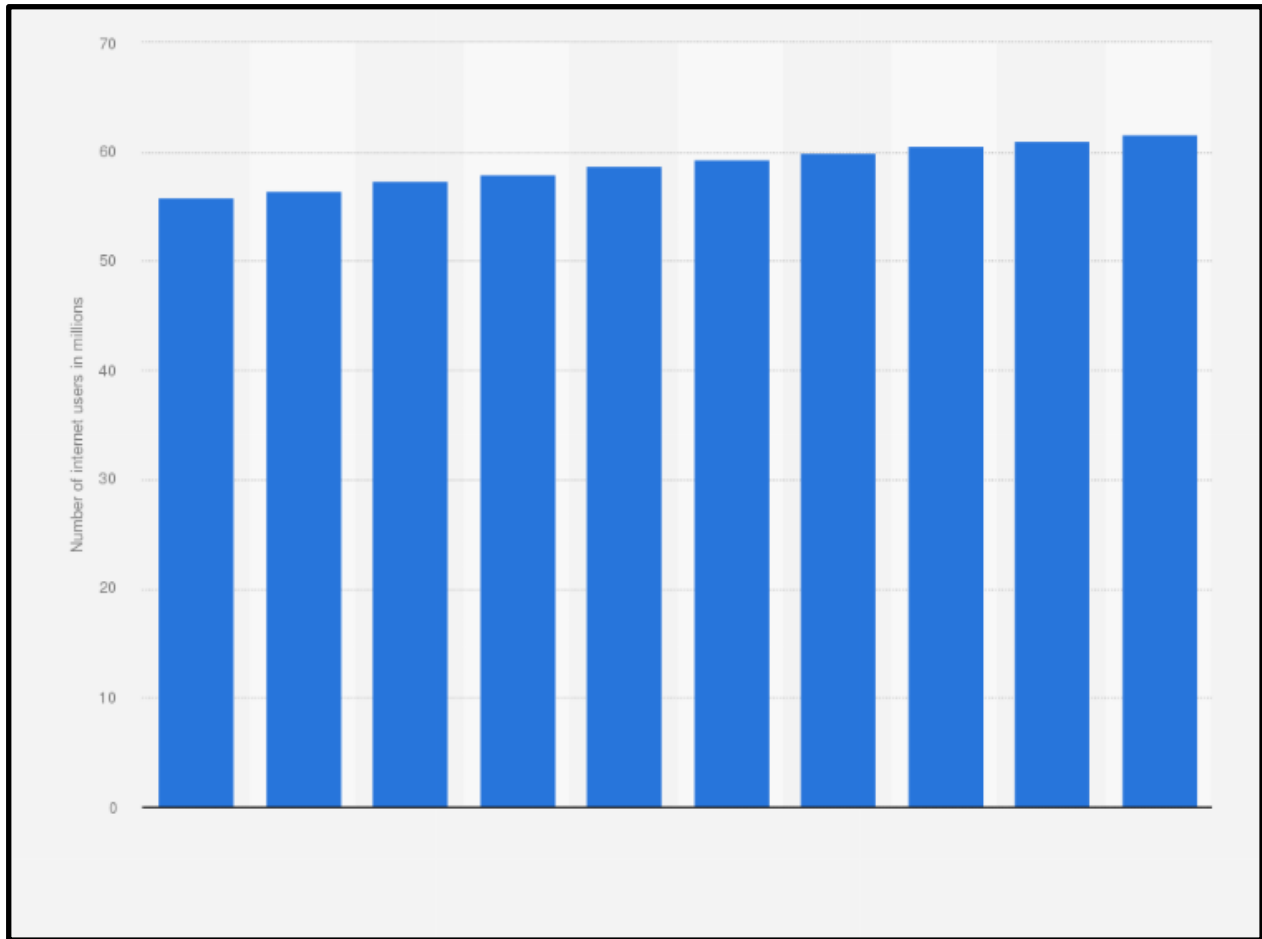


Figure 1.2: Expected number of internet users in the UK

(Source: Ani Petrosyan, 2024)

Apart from that, the delays in deliveries also contributed to the congestion in major ports and shipping routes, which has even slowed down the process. Significant challenges and disruption are even observed with the rise in transportation costs due to increased fuel prices and supply chain disruptions, making moving goods efficiently across the regions more expensive. As per recent statistics, the study has highlighted that UK retailers are losing approximately £ 34.4 billion annually due to e-commerce basket abandonment (Office for National Statistics, 2025). This has contributed to significant customer dissatisfaction with the delivery options, which has resulted in limited choices, higher costs, and even extended delivery times. Hence, it has been observed that the delivery-related complaints have contributed to substantial losses, pronounced during the peak season with reported problems such as late and undelivered packages.

1.5 Research Aim, Objectives and Questions

Aim

The study aims to analyse the impact of supply chain disruptions causing customer dissatisfaction due to delays in the delivery of their products.

Objectives

- To evaluate the leading causes for supply chain disruptions, such as those due to the global and domestic events happening in the UK
- To determine the industry-specific impact such as retail, e-commerce and logistics sector
- To associate with the causes of longer delivery times, which impact customer loyalty, retention and even future purchase decisions
- To recommend strategies for the business to reduce dissatisfaction and improve the logistics bottlenecks for faster delivery among the customers

Research Questions

Q1. What ways do the delivery delays impact customer satisfaction, future purchases and loyalty towards the brand?

Q2. How have supply chain disruptions impacted the delivery delays across various sectors in the UK?

Q3. How have the delivery issues been mitigated with effective policies and regulatory changes?

Q4. Which are the recommended strategies to minimise the implications of delivery delays caused by supply chain disruptions?

1.6 Significance of the Research

The research has provided valuable insights into the cause, impact and solutions for the delivery delays in the UK due to supply chain issues. The UK retailers have been observed to have been losing billions due to delayed deliveries and encountering financial loss. The research has focused on identifying the supply chain bottlenecks and how the business has streamlined the logistics and optimised inventory to enhance customer delivery availability. Recent statistics show that the user penetration rate was 17.4% in 2025 and is expected to grow by 21.5% in 2029 (Ani Petrosyan, 2024). The consumer prefers same-day delivery and other possibilities through online shops run by the retailers.

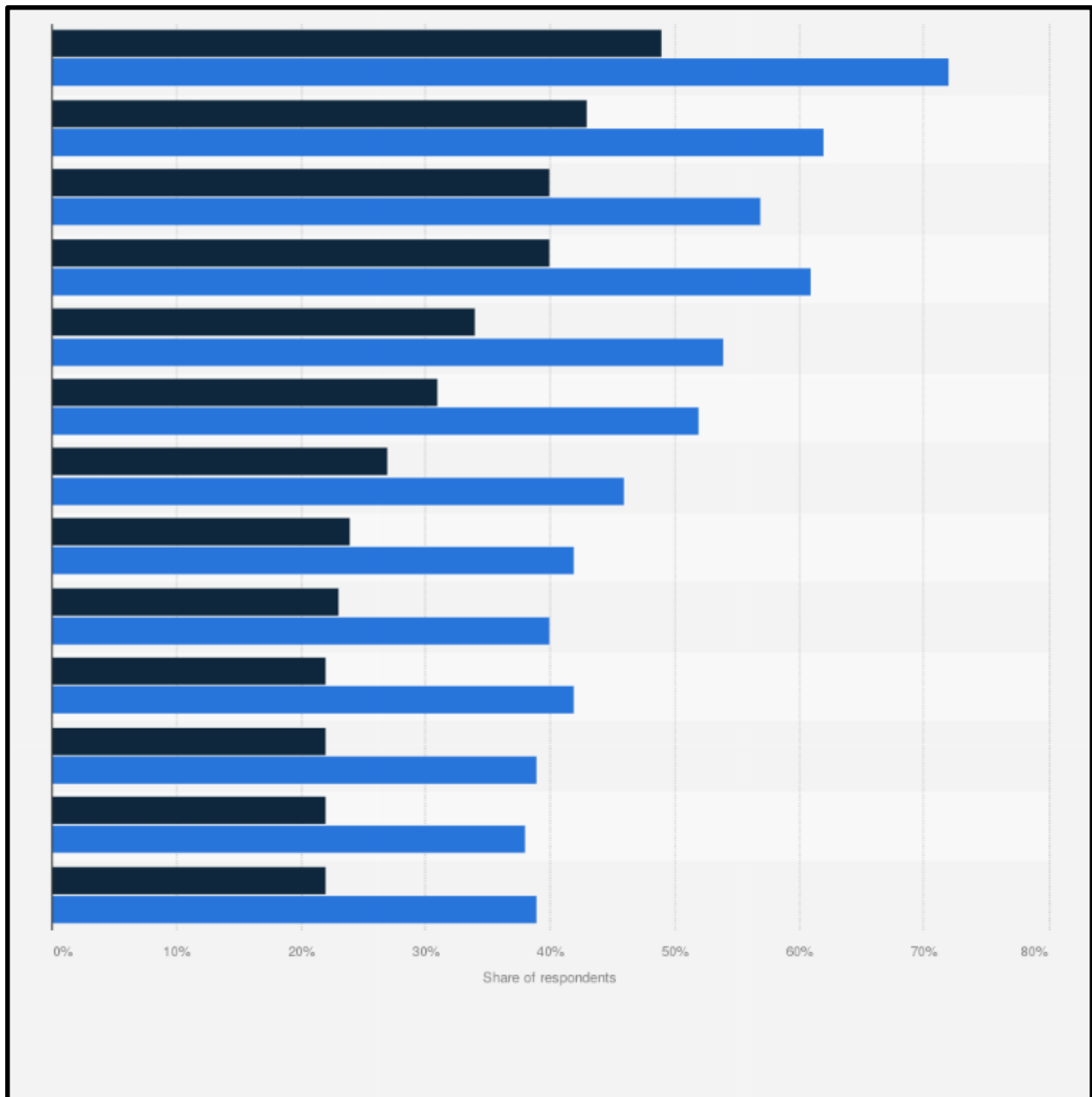


Figure 1.3: Expected time for fastest delivery for online purchase by sectors
(Source: Statista, 2025)

Recent statistics have shown that Gen Z customers are willing to pay more for two-hour delivery; each demographic is willing to pay an average of about 8% of the order value for the same expedited delivery date (Statista, 2024). On the other hand, it has been observed that the survey conducted among various countries has identified higher shipping costs, which are a deterrent for future purchases by the brand. Internet sales have been observed to play an increasingly significant role in retailing, with around 17%

of the sales worldwide (Daniela Coppola, 2025). The forecast indicates that the online segment accounts for 21% of online retail sales worldwide. Hence, this has shown how online shopping has grown in popularity in recent years with unprecedented growth across the regions.

The researchers have used this for future studies to understand the emerging supply chain issues and solutions that benefit businesses and policymakers. The efficient supply chains often reduce the inflationary prices and delivery delays to ensure even customer prices. The foundation for future studies, this study has helped analyse and evaluate the basis for exploring emerging supply chain issues and solutions. Hence, the study has included the root cause with the existing literature for logistics and supply chain management to provide up-to-date data caused by disruptions.

1.7 Structure of Dissertation

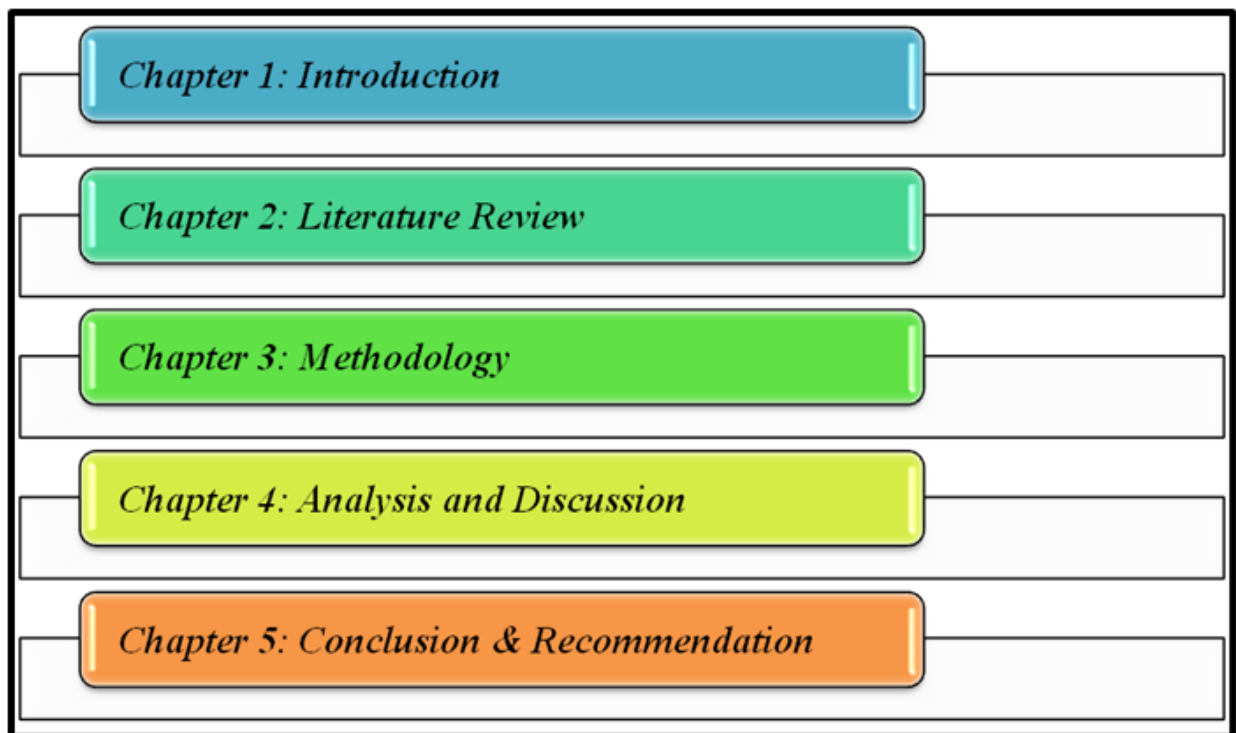


Figure 1.4: Dissertation Structure

(Source: Self-Created)

1.8 Chapter Summary

Online shopping has grown in popularity in recent years and has shown e-commerce growth with various economies across the region. The study has shown that online access has grown due to the fastest growing retail markets addressing mobile-first online

connections. Hence, it has been observed that delivery delays have led to consumer dissatisfaction, potentially causing them to lose trust and decrease future business decisions.

Chapter 2: Literature Review

2.1 Chapter Introduction

Supply chain disruptions and delivery delays in the UK are ongoing challenges that are increasing due to certain factors such as Brexit, COVID-19, and labour shortages, contributing to such logistics bottlenecks. Significant customs and regulatory changes have resulted in border delays in the shipment of goods and clearance at the ports, ultimately leading to delays. The chapter describes how delivery delays across different sectors impact customers. The ways businesses have standardised the regulatory process to navigate complexity, speed up compliance, and reduce delays are also analysed. The theoretical basis for how supply chain disruptions have impacted the customers' trust and brand loyalty are determined using models in this chapter. Overall, this section also depicts the combination of technological innovations and regulatory adaptations for addressing the aspects of supply chain disruptions and impact on customers' expectations.

2.2 Conceptual Framework

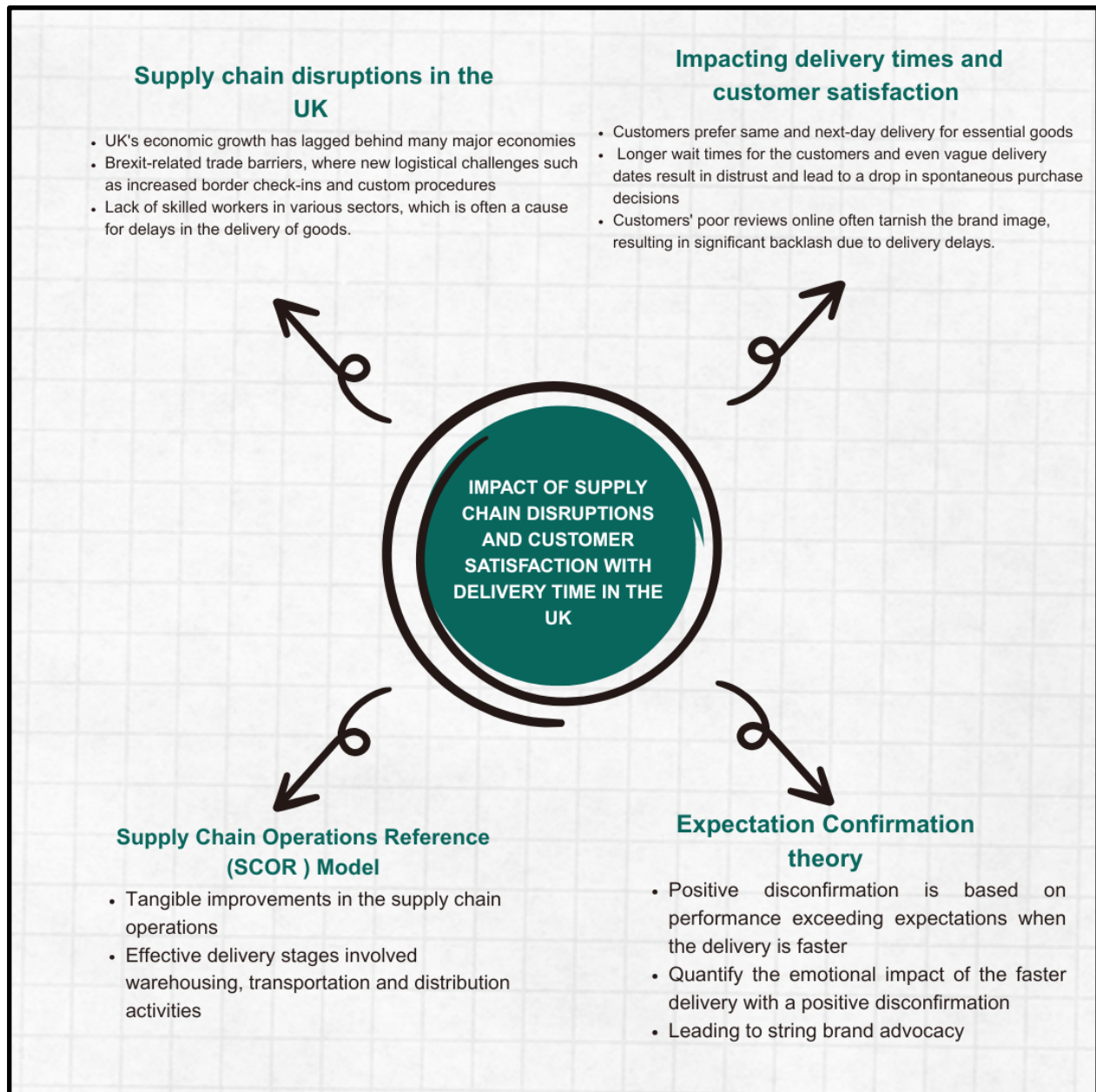


Figure 2.1: Conceptual Framework

(Source: Self-Created)

2.3 Analysing the leading cause for supply chain disruptions and impact delivery delays

Supply chain disruptions within the UK can be attributed to Brexit-related trade barriers, such as the UK's exit from the European Union. Kanike (2023) outlined that the restlessness in the global politics has been a primary cause for the supply chain disruption which leads in increased costs and delays eventually. The disruption of the supply chain is heavily influenced by issues like social and cultural grievances and epidemics, political and economic downturns and natural catastrophes. Apart from that, the SC deliveries are also multifaceted such as increased demand for consumer goods, logistics-related challenges and delays in the border check-ins. Eventually, this has showcased more vibrantly in the UK and as a result, suppliers are struggling to re-establish supply chain and collaborate with new suppliers due to the complexity.

On the contrary, the issues in global supply chain like sourcing of raw materials and disrupted production, eventually leads to delays. For example, shipping delays and transportation models have now usually created bottlenecks, eventually affecting timely delivery of goods in the supply chain. In this aspect, Roscoe et al. (2022) outlined that geopolitical unrest and tensions have also contributed fair in the disruption of supply chain resulting in lack of goods delivery. Additionally, the SC disruption is also greatly influenced by the lack of skilled workers, often instigating delays in goods delivery. As a result, a spike in demand, primarily for consumer goods, would strain the supply chain and result in consequent delays, which has also created a challenge for the businesses. As opined by Ambulkar et al. (2022), the cause of the supply chain disruptions has led to production delays with the changes in quality, higher costs and market fluctuations.

Apart from that, the lingering effects of the pandemic have impacted the supply chain routes, leading to port congestion and factory blockage. Considering this, many UK businesses have reported a hike in costs and tariffs on supplying raw materials for consumer goods. As per the view of Oyegoke et al. (2024), it has been seen that UK businesses are struggling with increased costs and labour shortages, which are followed by the UK's departure from the European Union. This impacts the global distribution and production of goods, ultimately affecting the firm and the financial markets.

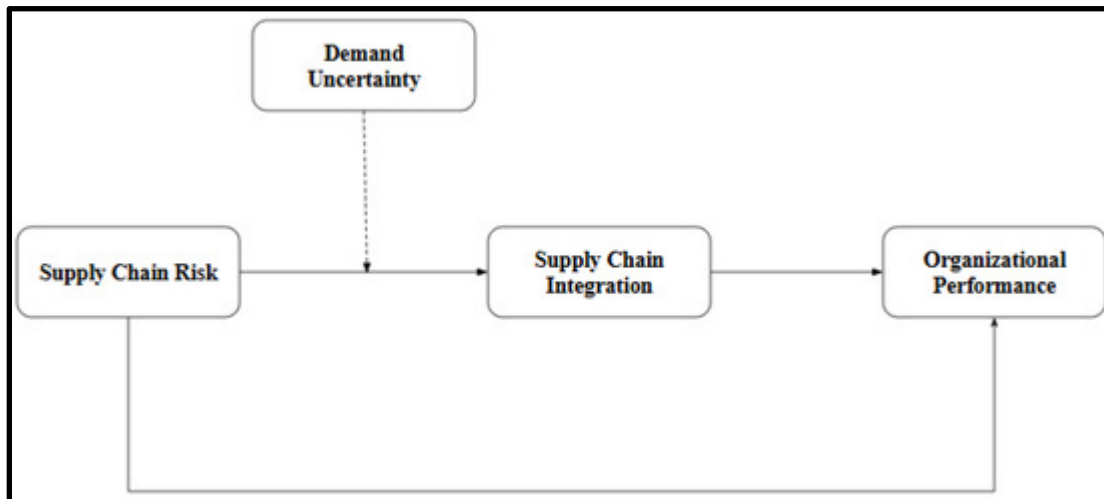


Figure 2.2: Integration strategies to optimise performance in dynamic and volatile markets

(Source: Influenced by Tao et al., 2025)

The UK economy is struggling due to low productivity growth, rising debt and the cost-of-living crisis. Considering this, it has resulted in a stagnated economy and weaker currency, exacerbating the financial crisis. As per the view of Wardley-Kershaw and Schenk-Hoppé (2022), the UK's economic growth has lagged behind many major economies, and structural issues in many industries have compounded these challenges. Even so, the lack of staff has slowed down and prevented companies from delivering goods and services promptly. Hence, it has been observed that the businesses in the UK faced extreme regulatory and customs checks, which added additional costs and complexity to cross-border trade.

2.4 Evaluating the supply chain disruptions directly affecting brand loyalty in an industry-specific context

The disruptions at any point, such as port congestion, logistics bottlenecks and customs delays, have impacted the final product delivery. As per the view of Tazvivinga and Poee (2024), shortages in packaging materials, labour shortages and transportation strikes have affected the consumer goods sector. The impact of delivery delays leads to negative reviews and loss of repeat business among the customers. For instance, especially for

new or smaller e-commerce businesses, there are increased operational costs due to returns, refunds and reshipping, where delays lead to switching to the competitors. As per the view of Sumbal et al. (2023), many firms faced logistics and transportation challenges with the limited availability of delivery personnel. Often aggregated with congestion at the urban delivery zones, which is usually the cause of disruptions.

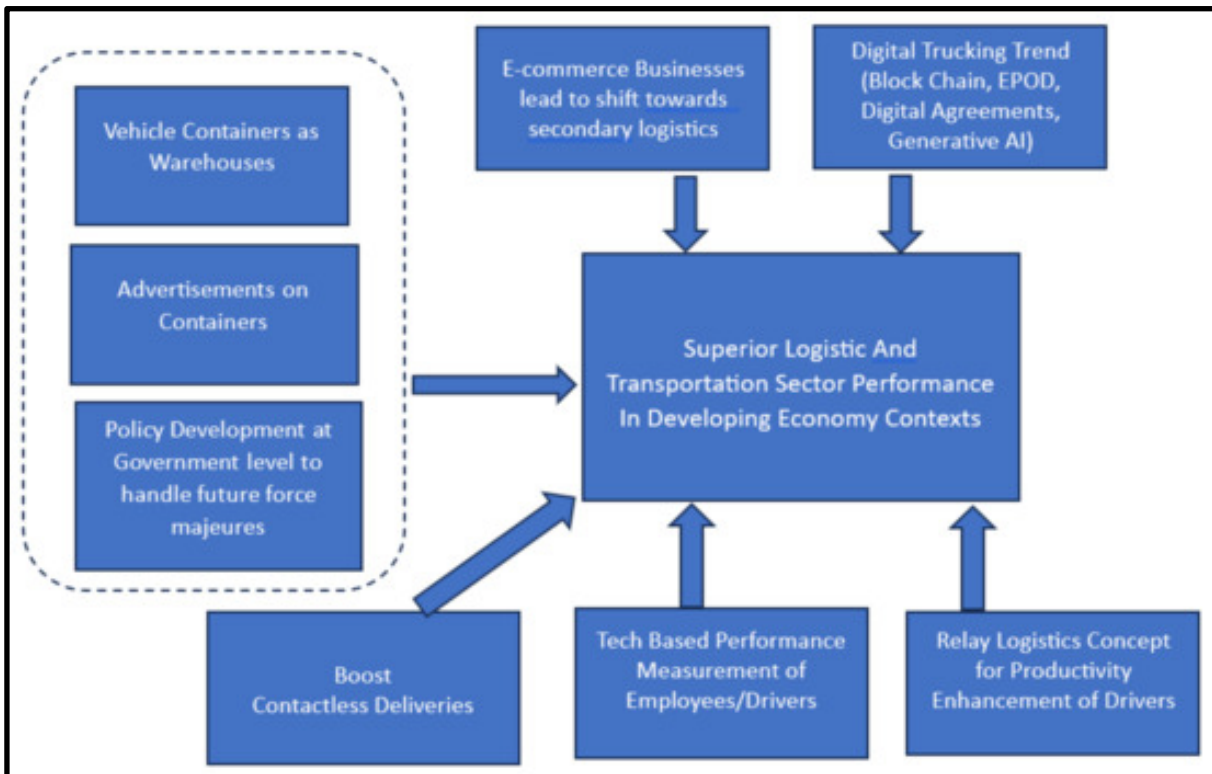


Figure 2.3: Ways E-commerce businesses are shifting to better logistics

(Source: Influenced by Sumbal et al., 2023)

Across different sectors, like the E-commerce industry, there has been a surge in online orders during COVID-19. This surge, combined with labour shortages in the warehouse, resulted in limited delivery capacity. As opined by Kassem (2022), Amazon faced shipping delays during COVID-19 due to increased demand and social distancing protocols in warehouses. This led to earlier shipping by prioritising essential items and delaying non-essential deliveries. Considering the sector, such as the retail industry where port congestion and shipping bottlenecks have delayed the inventory replenishments.

Apart from that, when observing the electronic industry, the higher demands from the components, such as chips combined with factory shutdowns in Asia, for example, Apple has delayed the launch and shipment of some iPhone models, leading to supply chain issues and component scarcity. As per the view of Oh (2023), the fashion industry often faced delays, causing slow delivery of their seasonal collections. The sectors often faced negative reviews and complaints, leading to poor feedback and significantly affecting the retailer's ratings. Per the view of Brylla and Walsh (2022), customer loyalty has been lost because shoppers often switch to competitors offering quicker delivery. For instance, frustrated consumers frequently cancel orders and request compensation due to delivery delays. Many of the brands faced issues related to delivery timelines, which were often missed due to production and shipping delays consequently reducing trust and loyalty among the customers. Hence, there has been a higher customer dissatisfaction because brands overpromise and underdeliver.

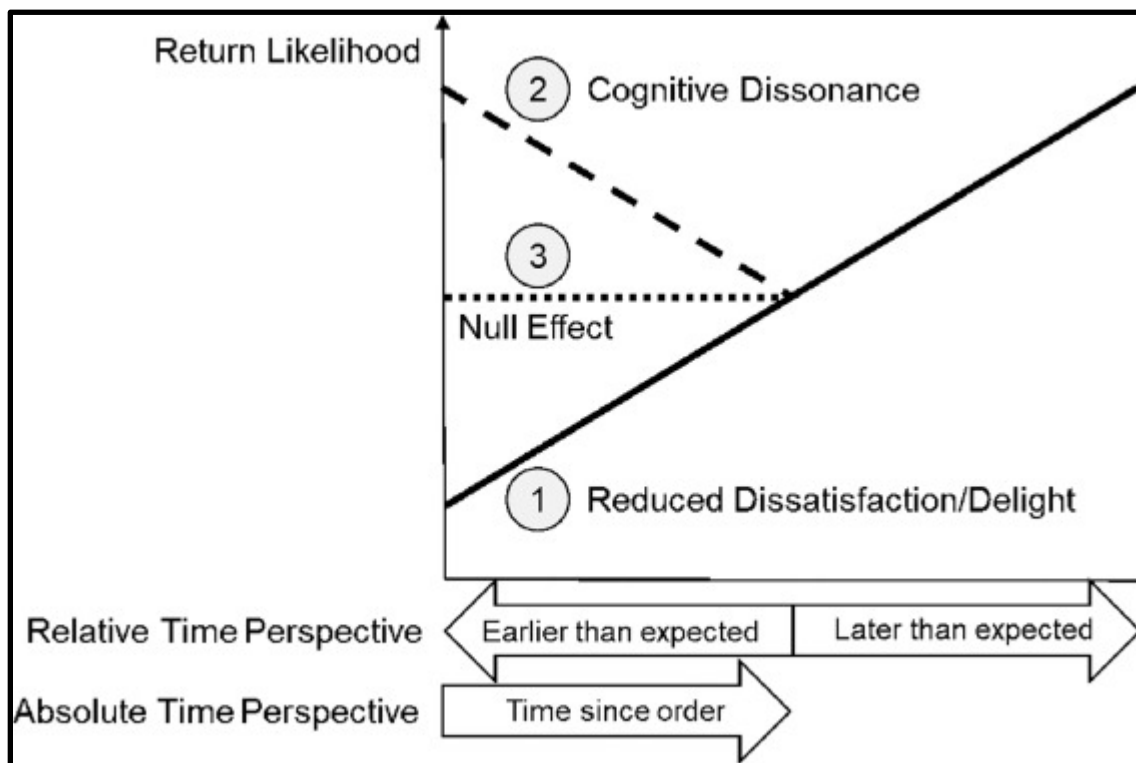


Figure 2.4: Potential effects of timely delivery resulting in return of the customers

(Source: Influenced by Masuch et al., 2024)

The higher churn to competitors with faster fulfilment and negative reviews often results in poor crisis handling. As per the view of Song et al. (2024), online shoppers expect fast and reliable delivery, especially with services like next-day and same-day delivery. Delays can lead to negative feedback, loss of consumer trust, and reduced ratings. For instance, marketplaces like Amazon, Etsy and OnBuy (UK) rely heavily on delivery performance to maintain credibility. The poor delivery experience reflects on the platform even though it's a third-party seller's fault, which would significantly hamper the brand's reputation. As per the view of Niu et al. (2021), the common causes of delivery delays are inventory and overselling and cross-border disruptions. For instance, on-time delivery delays often impact seller ratings. Usually, estimated delivery dates and penalties for missed expectations have disputes and frequently stem from delivery delays. Hence, this would potentially increase the operational costs leading to delays and higher loss accounts by the firms.

Improved on-time delivery with realistic shipping expectations and communication delays. As per the view of Kittur and Chatterjee (2023), failure to meet reliable and timely deliveries consequently decreases loyalty and creates a negative brand image. Significant constraints, such as supply chain issues with higher transportation costs, have led to longer lead times, delays, and increased costs, which are prevalent due to the SC disruptions. Therefore, consumers distrust and demolishing image of the brand has been observed within many of the sectors in the UK caused due to the disruptions.

2.5 Limitations caused by supply chain disruptions on customer satisfaction due to delivery delays across sectors

Supply chain disruptions directly impact customer satisfaction, leading to dissatisfaction with the performance and durability of consumer goods. As per the view of Moghrabi, et al. (2023), the perceived reliability drops are caused when the deliveries are consistently late, and the consumers tend to doubt the company's operational efficiency. This has shown that poor delivery experience among customers would tarnish the brand image. On the other hand, demand risk is also associated with adverse downstream events that affect the fulfilment of customer orders as a variance in volumes desired by the customers. As opined by Masuch et al. (2024), the delays often cause the customers to feel

undervalued and deceived and, consequently, switch to the competitors offering faster and more reliable services. For instance, in real-life examples of Amazon UK, third-party sellers have delayed the delivery, and customers usually blame the company despite its logistics not being affected.

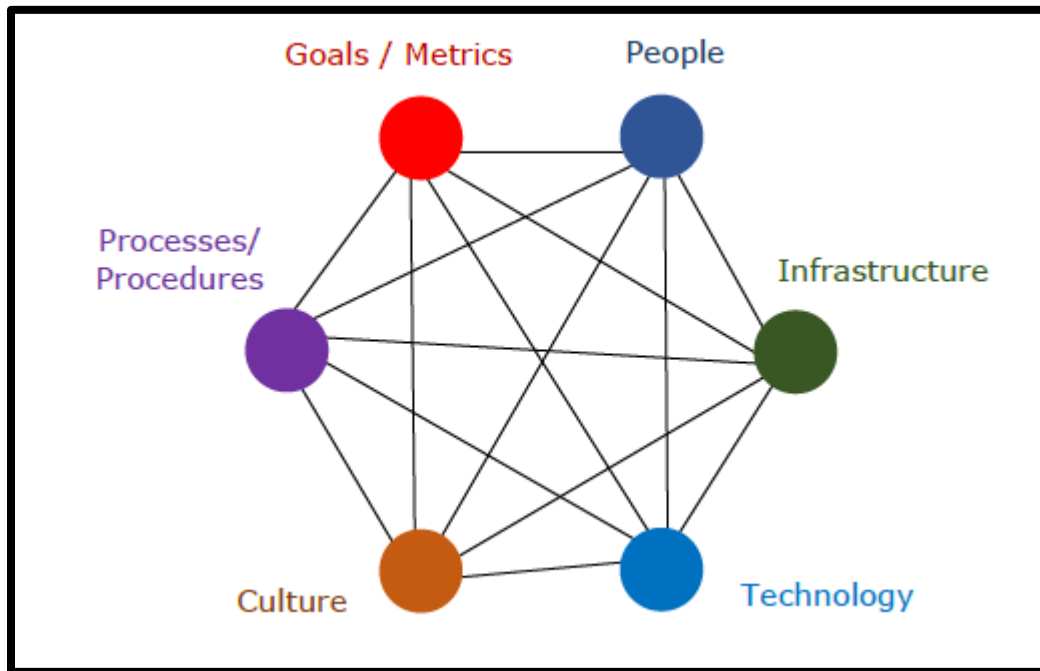


Figure 2.5: Strategic and operational goals to reduce supply chain disruptions

(Source: Influenced by Moghrabi et al., 2023)

As per the review of Woimant and Steils (2025), widespread delays often lead to thousands of mistrusts and complaints among retailers. The consumers within the UK mostly preferred delivery options within 24 hours or the next day. This frequently failed during peak disruptions, leading to a loss of trust among consumers and higher churn rates. Borissov (2024) opined that delivery delays due to supply chain issues are unavoidable, where consumer trust is damaged or reinforced during disruption. Considering this, businesses often show transparency, empathy, and responsiveness, which helps retain consumers even during disruption.

Frequent delivery delays often damage brand reputation, loyalty, and reliability among customers, pushing them to seek alternatives. According to Batteux et al. (2025), how

delays are communicated is the key to informing customers about changes in delivery times and ways that erode their trust. This has shown that supply chain disruptions have influenced the product availability, overall purchasing power and the delivery times as well. Consequently, this would hamper customers' trust, loyalty and brand reputation. For instance, consumers often face deteriorating product quality, such as inferior products which reach the customers. As per the view of Sordan et al. (2025), rushed manufacturing processes usually lead to poor product quality, such as inferior materials and production errors. For example, it has been observed that customer dissatisfaction would especially result from receiving lower quality goods than expected.

Emotional loyalty is harder to build once it is broken, causing damaging brand relationships over time. For instance, many sectors, such as fashion and consumer goods, often faced issues such as longer wait times for the customers and even vague delivery dates, resulting in distrust and leading to a drop in spontaneous purchase decisions. As per the view of John and Thakur (2021), sometimes the broken promises in marketing, such as fast delivery and exclusive deals, often cannot meet the rising demands of the customers.

The longer wait times and the poor customer service experiences with a negative feedback loop potentially discourage future purchasing decisions. As Sordan et al. (2025) stated, long-term disruptions would result in adjusting expectations and exploring alternative services. This has shown that the mismatch or expectations often leads to consumer distrust and loyalty associated with the brand. A single negative experience has impacted customer views and reviews for years, which would result in a decrease in purchase decisions concerning the brand. Hence, it has been demonstrated that delays frequently reduce the momentum and brand excitement and usually lead to customer dissatisfaction.

2.6 Assessing the ways in which longer delivery times have affected customer loyalty and future purchase decisions

The delivery delays often result in customers' breach of promise, which was clearly stated during checkout. Per the view of Zhao et al. (2025), the marketers feel that it is hard to

build trust once it's broken, and customers think uncertain about relying on the same brand again. For instance, online shopping is prevalent among the generations, mainly middle-aged and young customers. After experiencing a delay, consumers often feel less forgiving the second time, even if the delay is shorter. As opined by Zighan et al. (2025), delivery speed has become a critical differentiator which has impacted the price and quality of the items by many shoppers. It is evident that most UK customers have shifted to brands with shorter delivery times. The brand often faced negative reviews and ratings, which would directly influence new customer acquisition. The UK customers even tend to have a lower tolerance after delayed deliveries. Considering this, transparency in logistics has become a key demand to ensure that the customers have real-time updates (Sordan et al., 2025). Free and fast Shipping now standard has shown that UK customers expect next-day or two-day delivery, where uncertainty often leads to abandoned carts by the customer based on online shopping experiences.

Supply chain disruptions have notably extended the delivery delays in the UK, which has impacted customer satisfaction and loyalty on a significant scale. As per the view of Shakilla and Elbanna (2025), consumer purchasing intent is significantly impacted by delivery delays, affecting brand loyalty and immediate sales. For instance, faster delivery results in a higher likelihood of returns among young customers. Consumers often expect compensation for significant delivery delays, and failure to meet those expectations would lead to the decay of brand loyalty and trust to some extent. For instance, brands often observed that negative reviews and word of mouth would lead consumers to share their experiences online and damage the retailer's reputation on a significant scale. As has been observed within various brands, the frequency of delays would even result in straining customer service resources with increased operational costs for handling complaints and processing the request.

Delivery delays often led to temporal distance and review ratings with brand loyalty, which is diminished over time. For instance, consumers tend to give lower ratings for late delivery, which would lead to diminishing brand loyalty over time. Contrary to this, the earlier delivery would receive slightly higher ratings than the on-time ones. As per the view of Wahyudin (2025), economic challenges such as inflation would impact consumer

purchasing decisions. During the crisis, customers have become more price sensitive, seeking discounts and better delivery options, which would affect their purchasing intent on a significant scale. As per the view of Meradi et al. (2025), delays often lead to customer disappointment and frustration, especially when there is a lack of communication. For instance, it has been observed that customers usually abandon their carts or choose a competitor for faster shipping, which would tarnish the brand's image and cause a loss of sales. Lower deliveries would reduce the customer's retention rates; they would likely shop from the retailer in the future if the item is not delivered within the promised timeframe. The customers' poor reviews online often tarnish the brand image, resulting in significant backlash due to delivery delays. Hence, retailers must maintain transparent communication with customers to encourage repeat business and increase trust.

2.7 Effective policies and regulatory changes to mitigate the delivery issues in the supply chain

Effective policies and regulatory changes can mitigate the prevalent issue of delivery delays due to SC disruptions, which improve resilience and reduce delays to some extent. As per the view of Famoti, et al. (2025), it is essential to have a process of effective data sharing and digitalisation to track shipments in real time and reduce communication barriers. This would improve transparency and visibility, help anticipate disruptions, and enable faster responses. Secondly, investing in infrastructural development, such as transport and logistics, is essential. Hence, a collaborative approach has allowed for more effective problem-solving and reduced the likelihood of disruptions.

Encouraging smoother and quicker movement of goods, the retailer often focuses on modernisation of their warehouse and distribution sources. As opined by Shuaibu et al. (2025), effective regulations are required to promote collaboration among the public and private sectors to improve the logistics and incur minimal delays with improved capacity. Consequently, it is essential to maintain flexibility and adaptability in production and delivery by involving alternative sourcing and transportation routes during disruptions. The regulations which need to be considered are the enforcement of contingency planning and risk management to develop alternate routes to reduce the cause of transportation delays, mainly during natural disasters or geopolitical crises.

Customs and trade facilitation would streamline the border activities and speed up the movement of goods between the countries. As per the review of ALsheyab (2025), simplifying documentation and reducing the tariffs would help to improve the delivery timelines across different sectors. Standardising international trade practices to improve consistency and cross-border activities would result in smoother delivery and reduce the concerns of delays. The significant issue that has caused delivery delays is labour shortages among the different sectors. Labour and workforce development policies must be developed to mitigate those issues, reduce skills shortages, and improve labour productivity. As per the view of Lakhamraju (2025), enforcing effective labour regulations for key supply chain functions, such as transportation and warehouse operations, is essential.

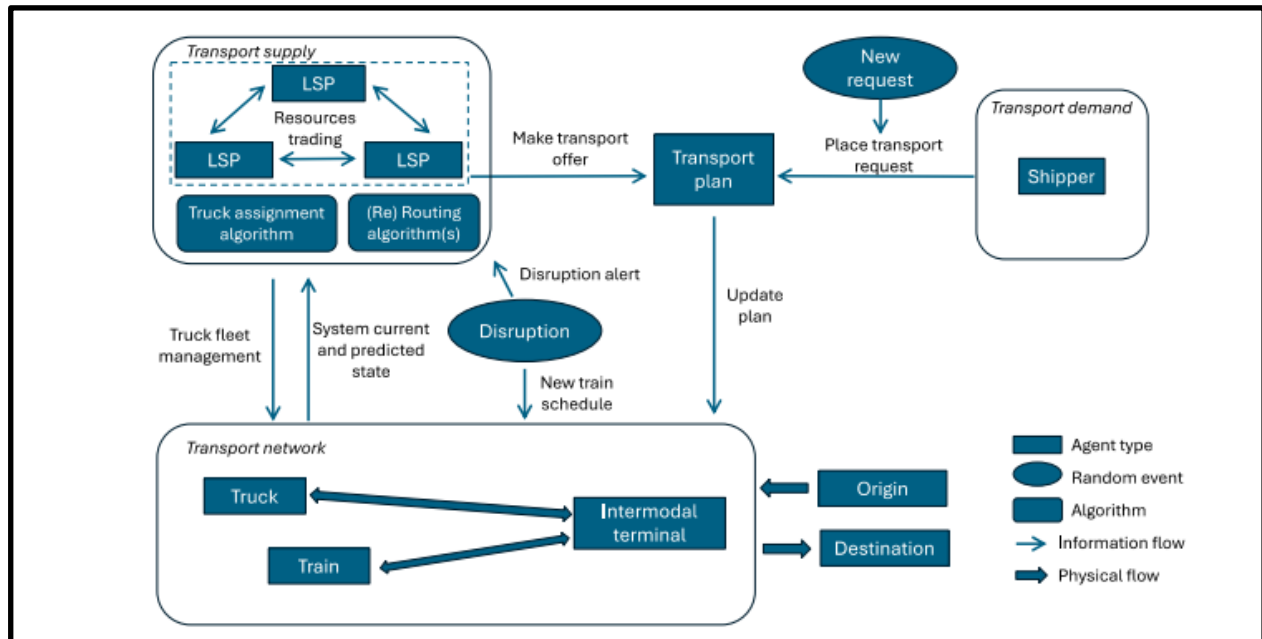


Figure 2.6: Effective transport network to better assess the physical flow of goods

(Source: Influenced by Durán-Micco et al., 2025)

Additionally, acquiring shared risk management strategies and joint venture development with effective public and private sector partnerships is necessary to help improve supply chain resilience and efficiency. Rising fleet costs and complicated marketing operations are significant issues that affect business operations in the UK (Durán-Micco et al., 2025).

Significant industries faced shortages of warehouse staff, significantly reducing order processing and dispatch. The supply chain disruptions have been caused by a combination of infrastructure upgrades, which have focused on flexibility and resilience to impact the delivery timelines.

The organisation needs to maintain an effective traceability and accountability to track the origin of movement and condition of goods throughout their supply chain. Per the view of Odumbo and Nimma (2025), maintaining transparency in the supply chain would help identify and address the issues by improving the overall flow of goods. Hence, it is helpful for the organisation to implement systems for tracking and verifying the entire supply chain process. For the alleviation and effective set-up of the supply chain, the workers must be given expedited training and recruitment programs, such as increasing automation in the warehouse and logistics hubs, reducing the strains. Other issues, such as rising fuel costs and shortages of skilled drivers would affect the delivery times and pricing to the consumers (Nagy et al., 2025). Therefore, providing alternative transport options and financial incentive training helps address the issue and train the new drivers. Hence, it is essential to maintain transparent communication to mitigate the negative impacts of delays.

2.8 Recommendations to minimise the impact of delivery delays caused by supply chain disruptions

The first and foremost aspect that needs to be considered is building supply chain resilience. As per the view of Uygur and Peyravi (2025), it is important to diversify suppliers and logistics partners across different geographies to reduce the dependency on a single source. For instance, retailers may adopt the process of nearshoring or reshoring to bring the goods closer to the markets. Maintaining a strategic inventory buffer is essential to meet the high demands for vital items and shorten the delivery time to customers. As per the view of Nweje and Taiwo (2025), it is necessary to maintain dynamic inventory management to demand the forecast and effectively adjust the stock levels based on real-time. In the UK, delivery delays are common, which is impacting customer satisfaction on a significant scale with loss of sales and brand image.

It has been observed that a significant portion of UK customers faced issues considering the delays, which is exaggerated due to the increase in online shopping. On the other hand, global supply chain disruptions and congestion often contribute to delays and impact delivery times. Customer dissatisfaction usually leads businesses to incur additional costs due to returns and refunds or additional penalties due to delivery delays. This can be mitigated by implementing proactive strategies to predict and prevent delays by effectively managing inventory and addressing workforce issues.

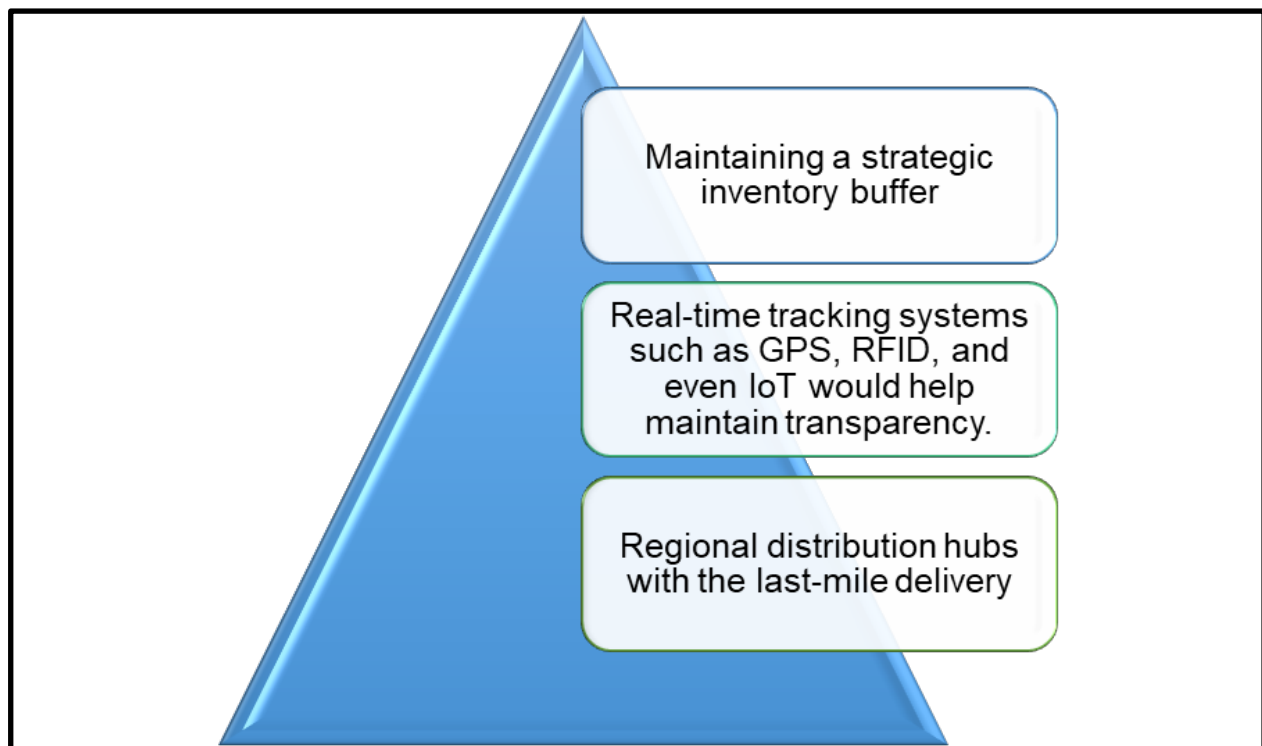


Figure 2.7: Ways to improve delivery time leading to customer satisfaction

(Source: Self-Created)

The major impact of better customer care service is that the organisation needs to acknowledge the inconvenience caused by the delays to the customers with effective apologies. As per the view of Valmohammadi et al. (2025), the brand needs to maintain timely delivery and reliable experience to build trust and loyalty among the customers. Allowing the customers to track their shipments with real-time tracking systems such as GPS, RFID, and even IoT would help maintain transparency. For instance, the recent

technology has been used across the retail sector, such as AI and predictive analytics, which would help to anticipate the demand hikes and supply shortages. Consequently, this would help the customers and suppliers to effectively align forecast and production schedules across platforms. As opined by Lüttenberg et al. (2025), it is essential to establish a long-term agreement and partnership with the retail suppliers. Hence, it is helpful to maintain contingency planning for sharing critical data to improve coordination across the systems.

The use of multimodal transportation and multi-logistics providers would avoid the reliance on a single carrier to initiate a faster delivery of goods. As per the view of Civera et al. (2025), it is important to communicate with the stakeholders about the potential delays and alternative solutions for the product substitution when it's possible. Thereby, it has been observed that to minimise the impact of delivery delays, the firms require it to adopt effective technology, innovation, supplier collaboration and flexible operations to prioritise effective supply chain resilience. It has been observed that the companies often prioritise resilience and agility equipped with adequate service levels, which are maintained during the crisis. As per the view of Suzuki et al. (2025), establishing the regional distribution hubs with the last-mile delivery would mitigate the disruptions caused by supply chain fluctuations. Hence, it is essential to reduce the handling times and accelerate the delivery process to respond to the changes in supply and demand.

2.9 Theoretical Framework

2.9.1 Expectation Confirmation Theory to analyse the exceed expectations of the customers

The expectation confirmation theory is used to determine the customer's satisfaction and how they perceive delivery times. As per the view of Sundjaja et al. (2025), customer expectations are determined by the pre-consumption beliefs about the delivery time during checkout. Based on the theory, positive disconfirmation is based on performance exceeding expectations when the delivery is faster. Contrary to this, the performance falls short when the delivery is too late. This would result in an emotional response leading to customer satisfaction or dissatisfaction.

The implications of this theory have shown that when the performance exceeds the expectations, it ultimately strengthens the brand trust and leads to enhanced customer loyalty. As per the view of Kasih and Ardyan (2025), the perceived service quality and faster delivery would create an impact on operational efficiency and positive brand affinity. Considering the aspects of delivery delays caused by time supply chain disruptions in the UK, it is essential to monitor consumer expectations, which are rising due to the early deliveries and adapt the strategies accordingly as required by the organisation.

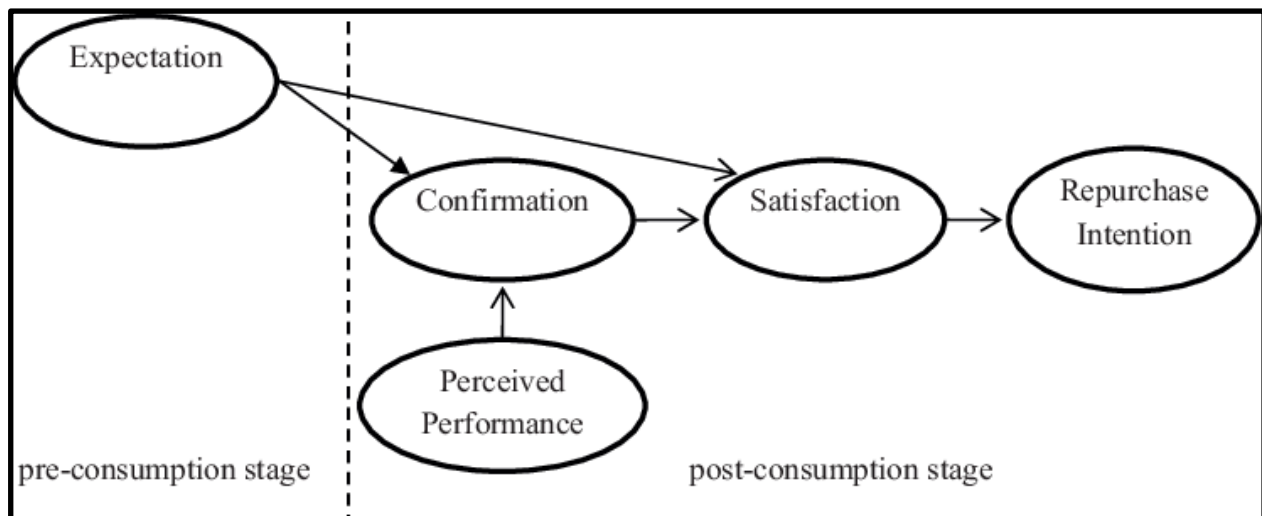


Figure 2.8: Aspects of Expectation Confirmation Theory

(Source: Influenced by Sundjaja et al., 2025)

The brand needs to aim for consistent delivery and boost expectations to acquire more customers. The customer satisfaction levels are determined to quantify the emotional impact of the faster delivery with a positive disconfirmation, leading to stronger brand advocacy. As per the view of Dewi et al. (2025), the expectations confirmation theory is based on the structured recovery strategy, which has aimed for positive reconfirmations to rebuild customer trust. Hence, this would result in an emotional response tied with the brand for increasing the trust and loyalty.

2.9.2 Supply Chain Operations Reference (SCOR) Model for improving supply chain process

The SCOR model is instrumental in analysing how supply chain disruptions affect the delivery times in the UK. As per the view of Ardolino et al. (2025), implementing this model would lead to tangible improvements in the supply chain operations. The planned stages are based on the source, which means the delivery, receiving and transferring of the products. The stages of making would involve the production, packaging, and realisation of the product orders for the customers. As per the view of Roman et al. (2025), the delivery stages involved warehousing, transportation and distribution activities. Hence, coordination among the stages is required to deliver the orders to the customers with proper scheduling and disposition.

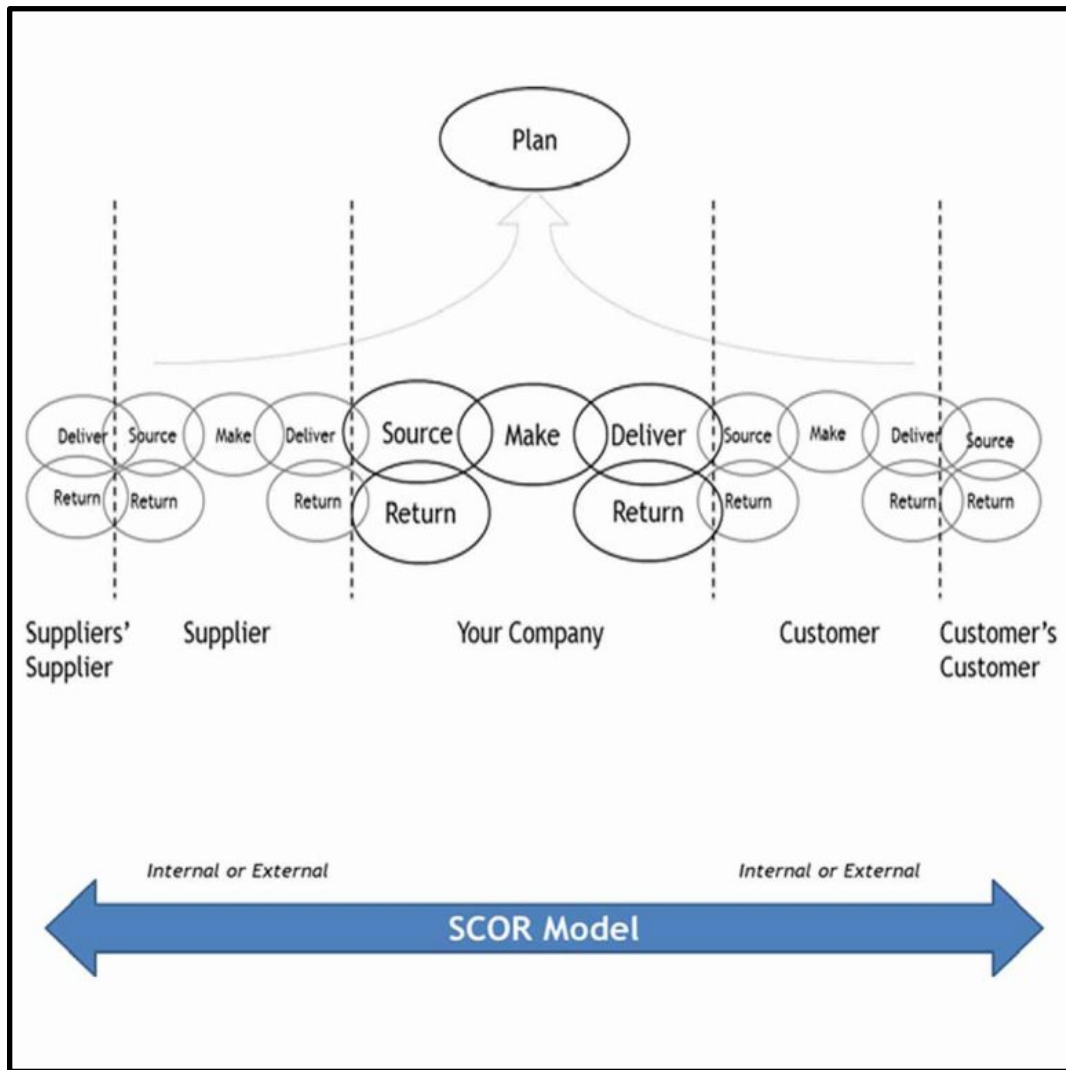


Figure 2.9: Phases of the SCOR model

(Source: influenced by Ardolino et al., 2025)

The stage of return has shown that the impact on the delivery times has caused dissatisfaction among the customers. They often receive orders which have certain defects and initiate returns or refunds. This would ultimately lead to distrust and hamper the brand's operational efficiency to some extent. The final stage to improve the supply chain is to support the design and management practices for effective quality management and sales operational planning.

2.10 Literature Gap

Numerous studies have examined the causes of supply chain disruptions, such as the COVID-19 pandemic and geopolitical tensions. Still, the research has been limited in analysing the delivery times that impact customer satisfaction. The real-time logistic data for the predictive analysis are not effectively determined in various studies. There is even a lack of empirical data linking the specific types of supply chain disruptions to the delivery performance and customer satisfaction metrics in the UK. This has created a critical gap in the targeted studies to offer practical solutions to the UK-based businesses to recover from the ongoing supply chain vulnerabilities.

2.11 Chapter Summary

The supply chain disruptions, caused due to Brexit related trade barriers which has brought about infrastructural challenges for the firms. The research has addressed the operational efficiency with the focus UK's domestic supply chain networks. Particularly linked with the last mile delays and customer dissatisfaction is observed within many of the firms in the UK. The compounded effects have been brought about by the policy changes which are associated with the regulatory shifts affecting delivery performance and customer retention. Offering sector specific benefits, the technology adoption has helped the firms to respond more effectively to the disruption related risks. The industry specific gaps, the existing studies have generalised the trends which have specifically impacted delivery times and customer satisfaction across the various retail formats. The major scope has helped to better predict and analyse the disruptions more proactively in the UK market. Hence, the overall delivery performance and regaining customer satisfaction are the major consideration of the supply chain redesign and regaining customer satisfaction within different sectors.

Chapter 3: Methodology

3.1 Chapter Introduction

In the Methodology chapter, a research technique and methodologies used to answer the questions have been detailed. This chapter describes the process of systematic collection, analysis, and interpretation of data that provides measures of effect of UK consumer satisfaction with supply chain interruptions. The investigation deals with the effects of supply chain delays on consumer behaviour, satisfaction and loyalty. For this, the study combines quantitative and qualitative research and survey, with numerical data on customer delivery delay experience collected and analysed through graphical representations in order to uncover patterns and relationships in the data. Thus, delivery delay effect on customer satisfaction has been systematically and empirically tested with this method.

The qualitative component involves secondary data collection to understand the emotions, expectations and perception of the consumer towards delays. Open-ended responses are taken through thematic analysis to gain further understanding of the level of Customer experience. In addition, this chapter justifies the choice of a research methodology and the choice of a sampling and data gathering tool. The research method involves usage of qualitative as well as quantitative methods which will fully investigate the research challenge and generate results that will be relevant and actionable.

3.2 Research philosophy

Research philosophy is the assumptions and ideals that guide a research endeavour, especially about reality and knowledge. Research technique, design, and data analysis depend on the philosophy chosen. Four key research philosophies are positivism, realism, interpretivism, and pragmatism. The research is influenced by positivism as it holds that reality is independent of human perception and may be investigated scientifically. For research, this philosophy encourages a deductive approach, where ideas or hypotheses are verified by observation and evidence (Casula *et al.* 2021). Measurable concepts reduce researcher bias, making this approach ideal for analysing supply chain disruptions, which require quantifiable data.

For this research, other philosophies are unsuitable, because objective, measurable facts would conflict with Realism, which emphasises experiences and perceptions.

Interpretivism's subjective interpretation of social phenomena conflicts with the study's facts and objective analysis (Pervin and Mokhtar, 2022). Pragmatism, which integrates many ideas, may lead to contradictions, whereas positivism gives an organised framework for answering research problems. Thus, positivism is optimal for this investigation since it produces objective, scientifically proven outcomes.

3.3 Research approach

Research Approach is the strategy utilised to gather and analyse data and affects data collection, analysis, and conclusions. Three main research approaches are deductive, inductive, and abductive. In this research, deductive approach is applied to examine a general theory or hypothesis with particular data and uses logic to draw conclusions from evidence. The deductive approach is ideal for this research because it tests supply chain disruption and customer satisfaction hypotheses with data (Fife and Gossner, 2024). Based on literature, the study tests preexisting beliefs about how delays affect consumer satisfaction and draws inferences from the results. The research tries to validate or reject opinions using quantitative data; therefore, a deductive method ensures a clear, systematic examination.

Alternative approaches are unsuitable as inductive approach building from data would not support the study's hypothesis-testing purpose (Fisher *et al.* 2021). The abductive technique, which seeks the best explanations for observations, cannot provide organised testing for this research. Thus, the deductive technique is best for evaluating hypotheses with organised data.

3.4 Research design

Research Design is the framework to conduct research and describes data collection, analysis, and interpretation to answer the research questions. An effective research design specifies the study's methodology and technique, providing valid, trustworthy, and relevant results (Taherdoost, 2022). Descriptive, explanatory, and exploratory research designs exist. This study uses exploratory research design to investigate and gain insights into an issue, phenomenon, or topic with minimal preceding studies or data. It helps explain patterns, reveal attitudes, and provide research ideas (Olawale *et al.* 2023). The study employs this design to examine consumer perceptions of supply chain interruptions

causing delivery delays. Exploratory research is ideal for identifying delivery time dissatisfaction, tolerance, and expectations.

Less acceptable are descriptive or explanatory designs, as this instance requires discovering underlying insights or producing new hypotheses, which descriptive design cannot achieve. Exploratory design uncovers new patterns and understands client input, while explanatory design establishes causal linkages and is excessively focused on cause-effect interactions (Makri and Neely, 2021). Thus, exploratory design is best since it allows for flexible and open-ended research on client attitudes and experiences.

3.5 Research strategy

Data collection, analysis, and interpretation are determined by research strategy, which guarantees that the methodologies used match the research's objectives and the data needed to answer the research questions. Two primary research methods are qualitative and quantitative.

This study uses qualitative and quantitative methods as qualitative research examines and interprets people's thoughts, feelings, and actions to explain events. Researchers utilise it to acquire greater understanding of meaning and context (Akyıldız and Ahmed, 2021). This research should employ this strategy to examine consumer perceptions of delivery delays to reveal emotions, expectations, and attitudes that are hard to quantify. Participants give extensive, thorough input in open-ended interviews or surveys.

Quantitative research is also used to test hypotheses and find connections, such as how delivery delays affect customer satisfaction (Ghanad, 2023). Here, research based on quantitative or qualitative approach alone is insufficient because the quantitative method is not deep enough to have equivalent insights and qualitative research does not provide statistical proof that the findings can be generalized. As a result, combination of both strategies provides a clearer and more complete picture of a given research topic.

3.6 Sampling method

In this study purposive sampling is used due to which research design depends upon sampling methods for selecting those individuals who can answer the questions created by research. This is a sampling method in which participants with the right expertise or knowledge about the research topic are selected (Muzari *et al.* 2022). This research method is ideal because it involves picking UK delivery delay participants to ensure the

data is relevant to the topic and based on people who can contribute useful information in regards to the customer impression on delivery delays. Specifically, purposive sampling seeks to draw persons with specific knowledge and experience in the investigation. Thus, this method produces extended and applicable information on the level of customer discontent and tolerance to supply delays across industries (Nyimbili and Nyimbili, 2024). As the research is limited on supply chain disruption perception and behaviour, and not generalisability, the sample size of 51 is sufficient in analysing feedback from customers.

3.7 Sample size

This sort of research has 51 participants, which is acceptable and a sample size of 100 is good enough to collect enough data for analysis without being too large. In the case of this sample size, the study is able to capture a huge spectrum of customer experience, attitude and opinion about the delivery delay across industries with this sample size and it produces a meaningful and solid conclusion. With 51 individuals participating in the research poll, it is something big enough to perceive patterns and trends of customer behaviour but small enough to detect individual client experience using qualitative and quantitative approaches. Thus, researchers can use thematic analysis to achieve inner feelings of client's dissatisfaction and quantitative data analysis can give insights as to the statistical data of why the delivery delays happened.

3.8 Data type and collection

A structured approach is used in the research with the help of Data Collection Method to answer the required research questions the right data collection approach guarantees that the data is relevant, dependable, and consistent with the study goals (Taherdoost, 2021). The main data gathering methods are primary and secondary. This study collects primary and secondary data, where primary data gathering method includes a quantitative survey. Structured questions are used to acquire primary data from survey participants and this poll collects quantitative data from 51 UK delivery delay experiencers. The researcher can measure customer satisfaction, delays, and purchase choices via surveys (Aljumahet *al.* 2021). This method is suitable since it directly collects data from a wide range of people, revealing large-scale trends and patterns.

Secondary qualitative from secondary journals offers a deeper understanding of consumers' delivery delay experiences. Secondary journals provide crucial information

required for gaining insights into the concerned topic. Qualitative information available in secondary journals is significant for improving knowledge development. In this study, direct insights from consumers who have suffered delays are needed, hence secondary data regarding such instances are crucial. Secondary context-specific information plays crucial role in exploring the parameters of a specific business context (Stremersch *et al.* 2023). Therefore, surveys and secondary data collection are superior for this study since they give real-time, direct insights into the topic.

3.9 Data analysis

The research process relies on data analysis to draw findings that answer research questions, and analyses primary quantitative data using graphical analysis and secondary qualitative data using thematic analysis. Graphical analysis analyses primary quantitative data from consumer surveys and feedback forms, and bar charts, line graphs, and pie charts assist uncover trends, patterns, and correlations. Graphical tools will show delivery delay frequency, client satisfaction, and how delays affect purchase decisions (Shao *et al.* 2021). This approach simplifies numerical data into understandable insights, making the conclusions more intuitive and helps test hypotheses by visualising patterns like if longer delivery times reduce customer satisfaction. Graphical analysis is ideal for summarising vast amounts of data and presenting conclusions clearly.

Thematic analysis uses secondary qualitative data from peer reviewed journals or consumer evaluations, and finds, analyses, and reports qualitative data themes. It involves grouping replies by topics including client emotions, expectations, and delivery delays (Naeem *et al.* 2023). This research analysis reveals consumer feedback's deeper implications, such as displeasure or trust concerns due to delays. Thematic analysis lets one explore subjective feelings and impressions that are hard to quantify and delivers deep insights into consumer attitudes and behaviours, improving supply chain disruption knowledge. The study uses graphical and thematic analysis to analyse both quantitative and qualitative parts of the research, giving a more holistic understanding of the topic.

3.10 Reliability and validity

Even with simpler methods, the study may assure data dependability and validity by employing MS Excel graphics for data analysis. MS Excel may improve data representation dependability by assuring consistency, and create standardised data entry

and analysis templates. Excel's COUNTIF, AVERAGE, and STDEV functions can assess dataset consistency (Zhu-Tian and Xia, 2022). Assuming the data is collected over numerous time periods or client groups, one may compare critical factors like customer satisfaction or delivery delays between datasets to assure data collection consistency. Excel may also assure data quality by validating that the right chart types are utilised (e.g., bar charts for categorical data, line graphs for trends over time). Excel data filters and error checking tools can guarantee that data input is within the intended range, devoid of outliers and mistakes, and appropriately reflects the dataset. Cross-checking the visual outputs with the original data to establish that the charts' trends or patterns match the data points can help assure validity since only graphical representations are employed. Validating the dataset and visually checking charts will provide trustworthy and legitimate outcomes.

3.11 Ethical considerations

Research must be ethical to ensure its responsible and moral conduct., and this study must handle data privacy, participant rights, and confidentiality with ethical considerations in order to safeguard research integrity and participant rights.

Data Protection Act 2018: General Data Protection Regulation (GDPR) Act, 2018, requires data protection while managing personal data, and the GDPR governs personal data collection, storage, and usage. To protect privacy, this research will handle personal data such as names, contact information, and survey replies with care (Yanamala and Suryadevara, 2023). Personal data will be anonymised and stored securely in order to avoid unauthorised access, and the research team will protect the sensitive data from unauthorised access.

Participant Information Sheet: The purpose of an Information Sheet to be sent before the survey is to be sure the participant understands and the dry run details this Information Sheet describes: research goal, kind of data, time commitment, and optional involvement. They will also be told that it is voluntary to participate in research and that they can leave research at any point without consequence (O'Sullivan *et al.* 2021). This disclosure sheet also makes clear how they will use the data helping to keep research transparent.

Participant Consent Form: Participation must be approved on a Consent Form filled out by participants, which is a form in which they must verify that they understand why the

study is being run, how the data are being collected and guarded. Participants will sign the form to consent to the study, confirming that they understand their rights and agree to the information sheet (Rowlands, 2021). Consent forms will be securely maintained and used only for the study and these ethical principles emphasise participant anonymity, data protection, and transparency in all research operations. By following these ethical guidelines, the study will remain credible and preserve participants' rights throughout.

3.12 Project timeline

A Gantt chart shows the research study's project timeframe for every task where the first critical tasks are creating the research questions and study goals (Khan *et al.* 2023). In the first week (W1), these activities give the research orientation and in weeks, that is week 2 and week 3, the researcher selects articles and begins writing the literature review.

From weeks 4 to 6, the study designs and finalises the research methodology, includes survey questions, and conducts the survey. The researcher collects primary and secondary data for analysis during this crucial period.

Data analysis in week 7 to week 9 yields important insights from quantitative and qualitative data. The researcher completes writing and submission, including full study submission, in week 10 to week 11. This well-structured timetable guarantees that each stage of the study is finished on time, keeping the researcher on track with project targets.

Tasks	W 1	W 2	W 3	W 4	W 5	W 6	W 7	W 8	W 9	W1 0	W1 1
Initiating the research	X										
Preparation of Aims and Objectives	X										
Selection of articles for Literature Review		X	X								
Constructing Literature Review			X	X							

Selection and formation of methods and explanation of methodologies				X	X						
Formulating survey questions				X	X						
Conducting survey					X	X					
Formulating findings based on secondary articles						X	X				
Proceeding for Data Analysis							X	X			
Summing up the research								X	X		
Full Submission									X	X	

Table 3.1: Research timeline

(Source: Self-developed)

3.13 Chapter Summary

The research methodology uses qualitative and quantitative methods to analyse how supply chain interruptions affect consumer satisfaction. Customer satisfaction and delivery delays are measured using quantitative data from surveys, and using MS Excel graphical tools, trends and patterns are identified to enable hypothesis testing. For qualitative research, secondary data collection to examine consumers' delivery delay, emotions, attitudes, and expectations. Thematic analysis uncovers qualitative data themes to better understand client experiences. Both of these methods ensure that the study catches statistical patterns and in-depth qualitative insights, offering a solid grasp of the topic in question. Purposive sampling guarantees that participants directly experience delivery delays, enriching the data. This mixed-methods study can derive relevant findings on supply chain disruptions and customer behaviour.

Chapter 4: Data Analysis and Findings

4.1 Chapter Introduction

Supply chain disruptions have been impacting UK business to impact the overall economy and customers. The disruptions have caused vulnerabilities and impacted the just-in-time inventory models which has ultimately resulted in delivery delays and customer dissatisfaction in the global market. The chapter has focused on the human centric viewpoints to analyse the ways customers are impacted due to the delivery delays as a method of survey followed by thematic analysis to support with the peer-reviewed journals in this case.

4.2 Results

4.2.1 Survey

Question 1:

Have you experienced delays in delivery for the last 4 months for any ordered items?		
Response	Participant No.	Percentage
1) Yes	31	61
2) Maybe	9	18
3) No	11	21
Total Respondents = 51		

Table 4.1: Survey Question 1 Statics

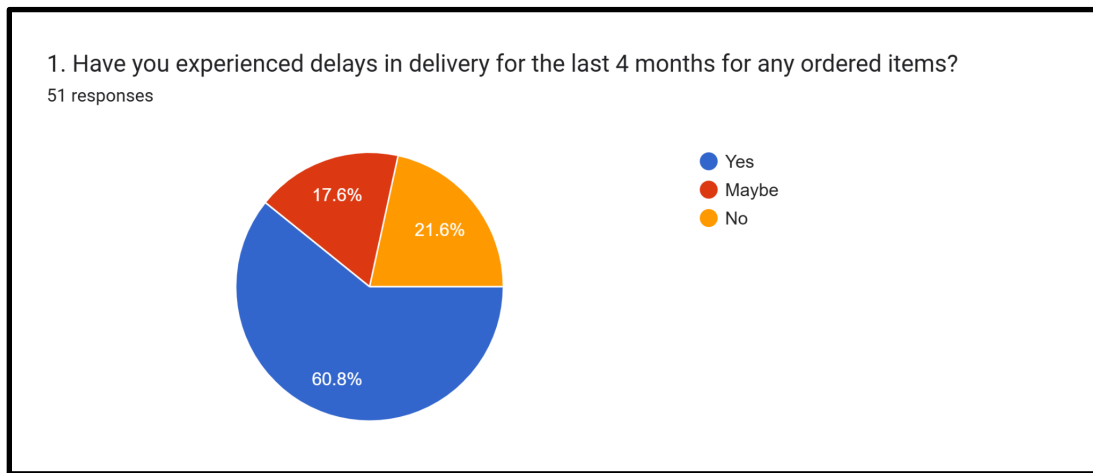


Figure 4.1: Responses to Question 1

Majority of the respondents consisting of about 61% of them stated that they witnessed some form of delay in their product delivery. Among remaining respondents 21% did not face any delay and 18% were not sure whether they faced any delay. The statistics show a high frequency of delays caused in product delivery across the UK.

Question 2:

How often have you faced delivery delays?		
Response	Participant No.	Percentage
1) Often	12	24
2) Occasionally	22	43
3) Rare	17	33
Total Respondents = 51		

Table 4.2: Survey Question 2 Statics

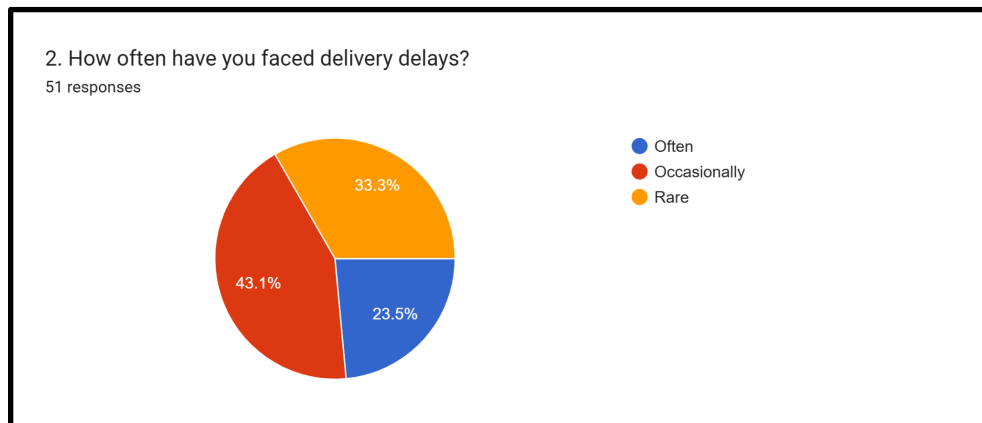


Figure 4.2: Responses to Question 2

About 43% of the respondents opined that they have faced delays in product delivery occasionally. On the other hand, about 33% of the respondents stated they rarely faced any delay in product delivery. On the contrary, 24% of the respondents witnessed frequent delays in their product deliveries across the UK. The statistics highlight the considerable number of delays in product delivery in the UK.

Question 3:

Do you feel that delivery delays would somehow affect the customer's perception about a brand?		
Response	Participant No.	Percentage
1) Yes	20	39
2) Maybe	21	41
3) No	7	14
4) Not at all	3	6
Total Respondents = 51		

Table 4.3: Survey Question 3 Statics

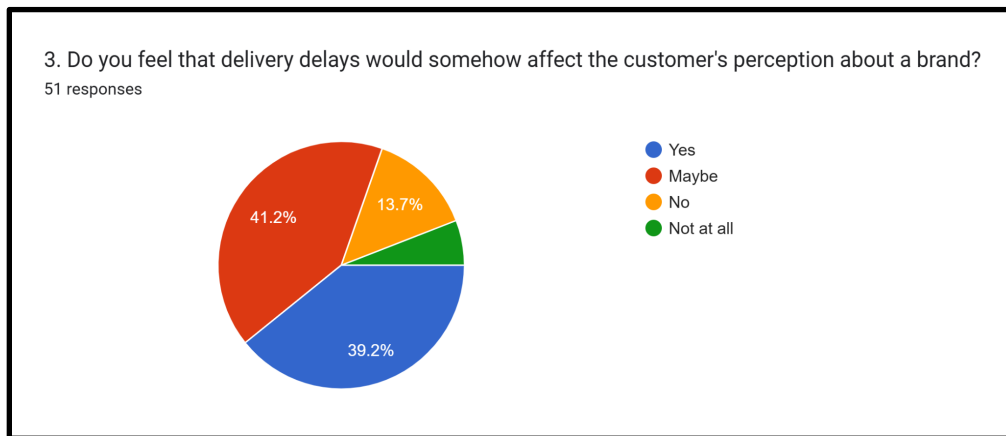


Figure 4.3: Responses to Question 3

About 39% of the respondents stated that the delays in product delivery affect the perceptions of customers towards brands while 41% of them were not sure about the impacts. On the other hand, a small proposition of respondents including 14% who disagreed and 6% who strongly denied any effect of product delay on brand perception of customers.

Question 4:

Can you please give an idea about the average delay time you have faced currently?		
Response	Participant No.	Percentage
1) 1-3 Days	12	24
2) About 7 days	18	35
3) More than a week	12	23
4) For about a month	9	18
Total Respondents = 51		

Table 4.4: Survey Question 4 Statics

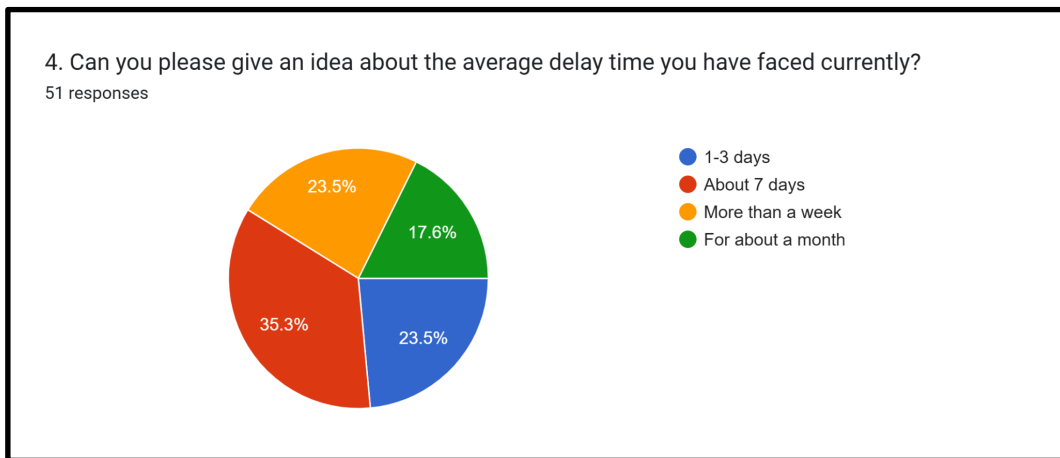


Figure 4.4: Responses to Question 4

Among the respondents from around the UK about 35% faced a delay in product delivery of about 7 days while 24% faced a delay of about 1-3 days. Among remaining respondents about 23% encountered a delay of over a week while the other 18% witnessed delays of over a month in product delivery. Such statistics indicate that the consumers around the UK have encountered remarkable delays in product delivery.

Question 5:

How do you feel about the communication considering the delays?		
Response	Participant No.	Percentage
1) Satisfied	15	30
2) Neutral	19	37
3) Dissatisfied	17	33
Total Respondents = 51		

Table 4.5: Survey Question 5 Statics

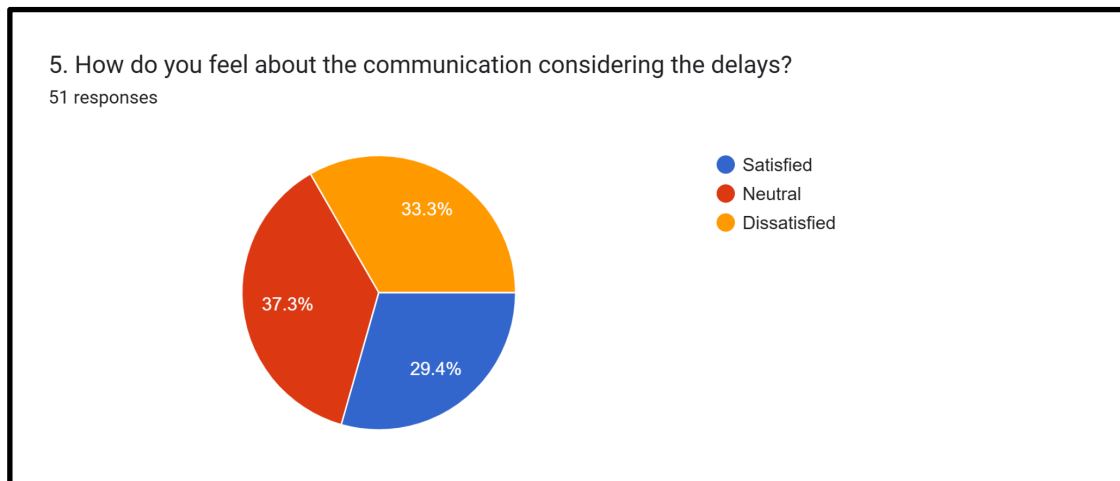


Figure 4.5: Responses to Question 5

Among the respondents only 30% were satisfied with the communications with companies regarding the delays in product delivery. About 37% of the respondents did not pose any opinion about whether they were satisfied with the communications about the delays in delivery. However, 33% of the respondents were dissatisfied with the poor quality of communications from the brands.

Question 6:

Did you receive any real-time tracking services during the delays?		
Response	Participant No.	Percentage
1) Yes	8	16
2) No	15	29
3) Partially	17	33
4) Maybe	11	22
Total Respondents = 51		

Table 4.6: Survey Question 6 Statics

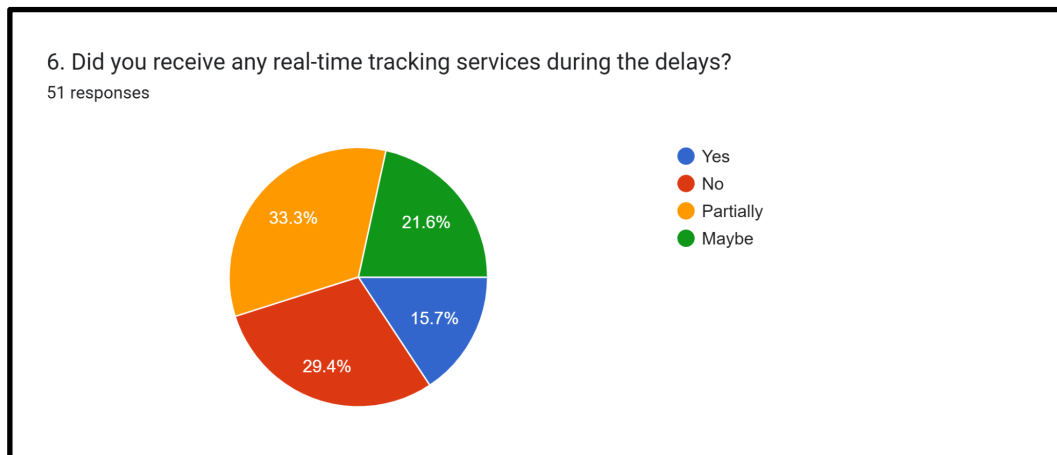


Figure 4.6: Responses to Question 6

Only 16% of the respondents were able to track their products during delays while 29% of them were unable to do so. Among the remaining respondents 33% were able to partially track their products and the other 22% were not sure whether the tracking was available or not.

Question 7:

What kind of product did you face a delay in receiving?		
Response	Participant No.	Percentage
1) Consumer good	23	45
2) Electronics	17	33
3) Others	11	22
Total Respondents = 51		

Table 4.7: Survey Question 7 Statics

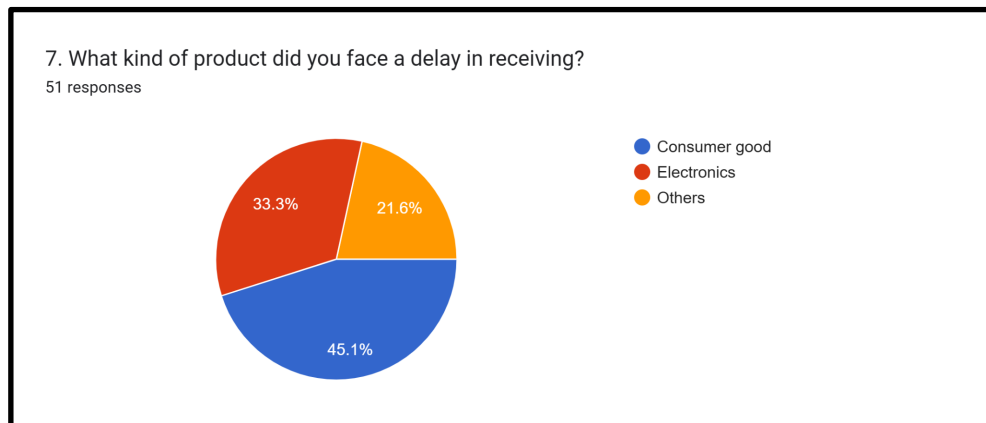


Figure 4.7: Responses to Question 7

Among the respondents 45% suffered from delays in consumer goods deliveries while 33% faced delays in electronics products and remaining 22% faced delays in other products. This highlights the potential delay in a wide range of product deliveries in the UK.

Question 8:

Are you likely to buy from the same company after facing the delays?		
Response	Participant No.	Percentage
1) Yes	17	33
2) No	14	28
3) Neutral	11	22
4) Maybe	9	17
Total Respondents = 51		

Table 4.8: Survey Question 8 Statics

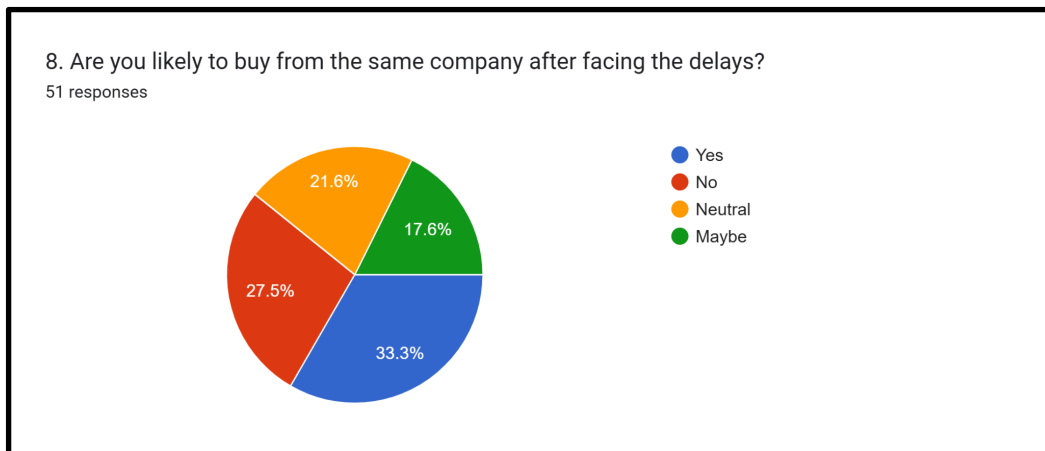


Figure 4.8: Responses to Question 8

About 33% of the respondents are willing to repurchase from the e brand resulting in the delay while 28% were of conflicting views. Remaining respondents were either not sure or did not pose a view.

Question 9:

What is your acceptable delay time before switching to other brands or competitors?		
Response	Participant No.	Percentage
1) 1-3 Days	13	26
2) 7 Days	14	27
3) More than a month	16	31
4) Flexible timing	8	16
Total Respondents = 51		

Table 4.9: Survey Question 9 Statics

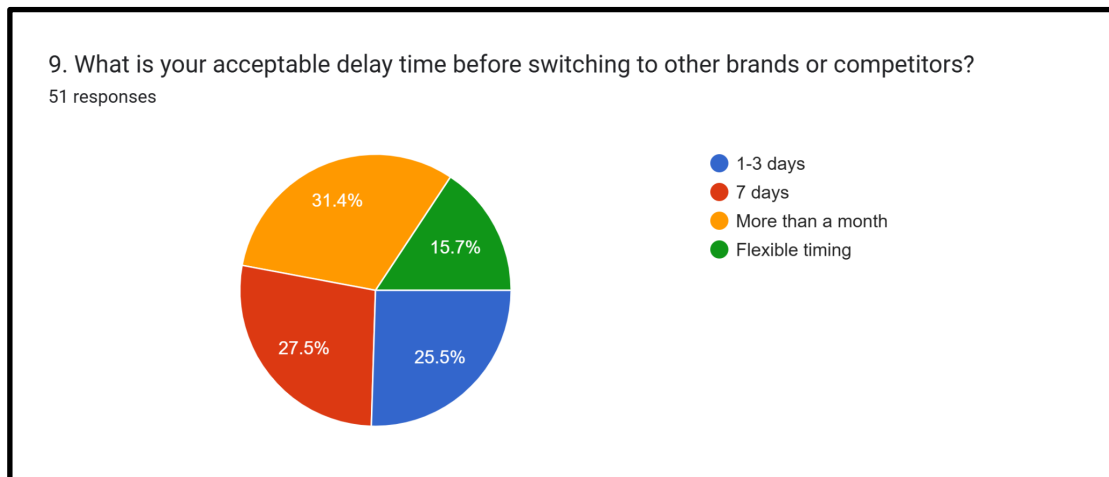


Figure 4.9: Responses to Question 9

About 53% of respondents were willing to accept a delay between 1-7 days in product delivery. Remaining 47% of respondents were willing to wait for a month or more for their products before switching to another brand.

Question 10:

What suggestions would you like to give to the company when there is a delay?		
Response	Participant No.	Percentage
1) Offer alternate shipping process	28	55
2) Improve communication	10	20
3) Better tracking system	9	18
4) No action needed	4	7
Total Respondents = 51		

Table 4.10: Survey Question 10 Statics

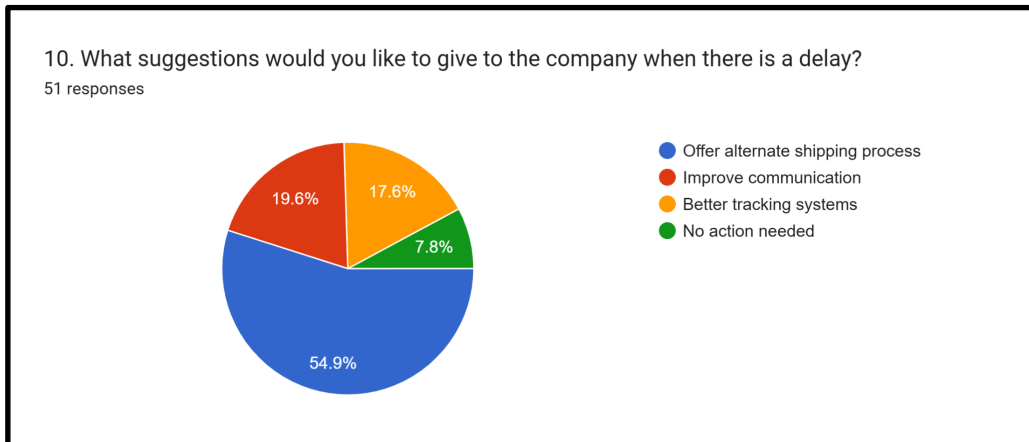


Figure 4.10: Responses to Question 10

Most of the respondents including 55% of them suggested an alternative shipping process to address product delivery delays. The Remaining 20% recommend communication improvement and 18% think a better tracking system would be effective.

Question 11:

What do you think has been the main factor responsible for the delays in product delivery across the UK in recent years?		
Response	Participant No.	Percentage
1) BREXIT	5	10
2) COVID-19	11	22
3) Shortage of Employees	19	37
4) Higher Labour costs	10	20
5) Not sure	6	12
Total Respondents = 51		

Table 4.11: Survey Question 11 Statics

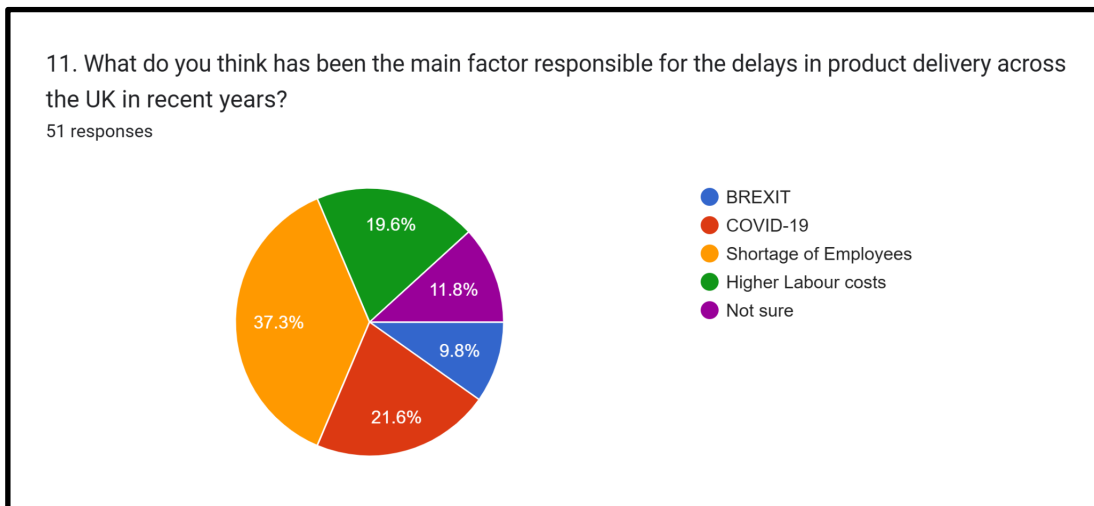


Figure 4.11: Responses to Question 11

The shortage of employees has been perceived to be the key factor causing delay in product delivery in the UK by 37% respondents. The Covid-19 pandemic and higher labour costs are among other key factors causing delay in product delivery as highlighted by the respondents.

Question 12:

Are you willing to pay more to subscribe to services offered by companies for availing faster delivery options for your orders?		
Response	Participant No.	Percentage
1) Definitely	25	49
2) Not sure	16	31
3) I am happy with standard delivery time	10	20
Total Respondents = 51		

Table 4.12: Survey Question 12 Statics

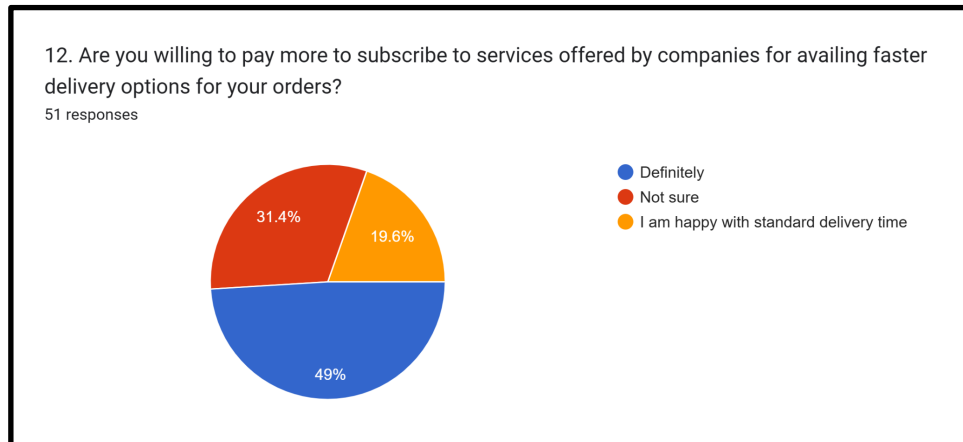


Figure 4.12: Responses to Question 12

About 49% of the respondents were willing to pay more for faster delivery while 31% were not sure about it. Only 20% were not satisfied with the standard delivery options. This indicates greater preferences for faster delivery of the items.

Question 13:

Are you aware about the complex operations within the supply chains?		
Response	Participant No.	Percentage
1) Yes, I'm aware about it	21	41
2) I have no knowledge about it	19	37
3) This information does not concern me	11	22
Total Respondents = 51		

Table 4.13: Survey Question 13 Statics

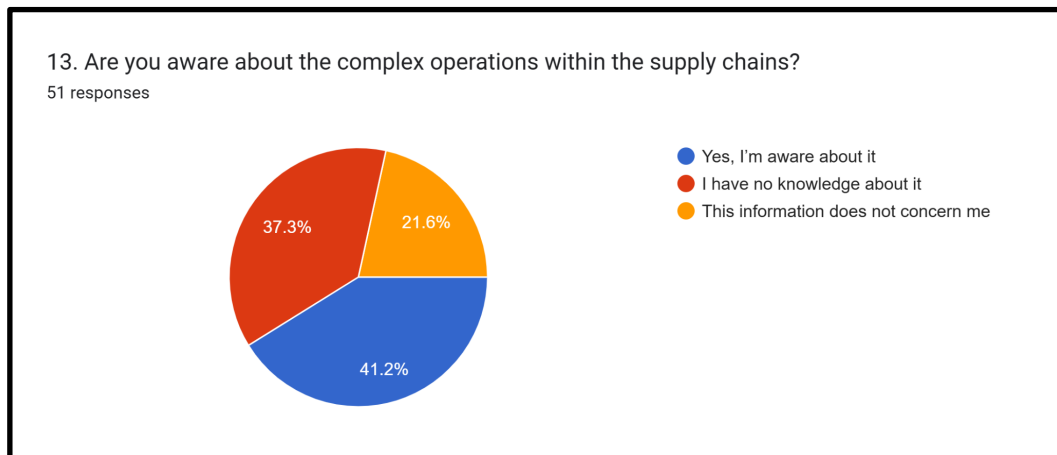


Figure 4.13: Responses to Question 13

Majority of the customers in the UK consisting about 41% of respondents are aware about the complexities of the supply chains. On the other hand, 37% are unaware about such insights while 22% are not concerned about such info. This indicates that it might be challenging for brands to present supply chain challenges causing the product delivery delays.

Question 14:

Do you think that the companies in the UK are working to reduce the delays in the delivery times?		
Response	Participant No.	Percentage
1) Strongly Agree	18	35
2) Agree	8	16
3) Not sure	14	27
4) Disagree	8	16
5) Strongly disagree	3	6
Total Respondents = 51		

Table 4.14: Survey Question 14 Statics

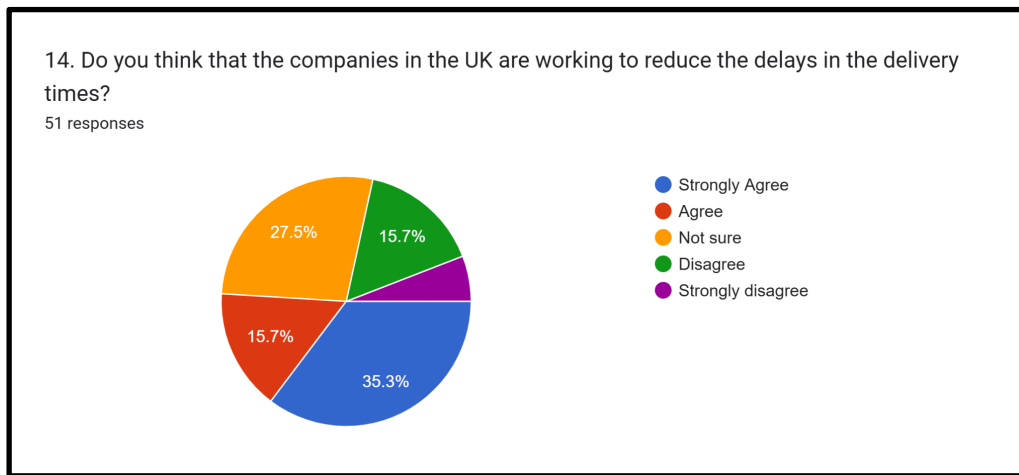


Figure 4.14: Responses to Question 14

About 51% of the respondents opined that they believe that companies in the UK are putting effort in addressing the delays in product delivery. On the contrary about 22% of the respondents believe that companies are not concerned about the delays while 27% are not sure about it. Companies need to highlight their effort in addressing the product delivery delays for the customers.

Question 15:

What is your perception about the role of technological advancement of brands in addressing the delays in delivery times in the UK?		
Response	Participant No.	Percentage
1) I think it will help in reducing delays	28	55
2) I'm not sure about it	14	27
3) I don't think technology is related to delivery times	9	18
Total Respondents = 51		

Table 4.15: Survey Question 15 Statics

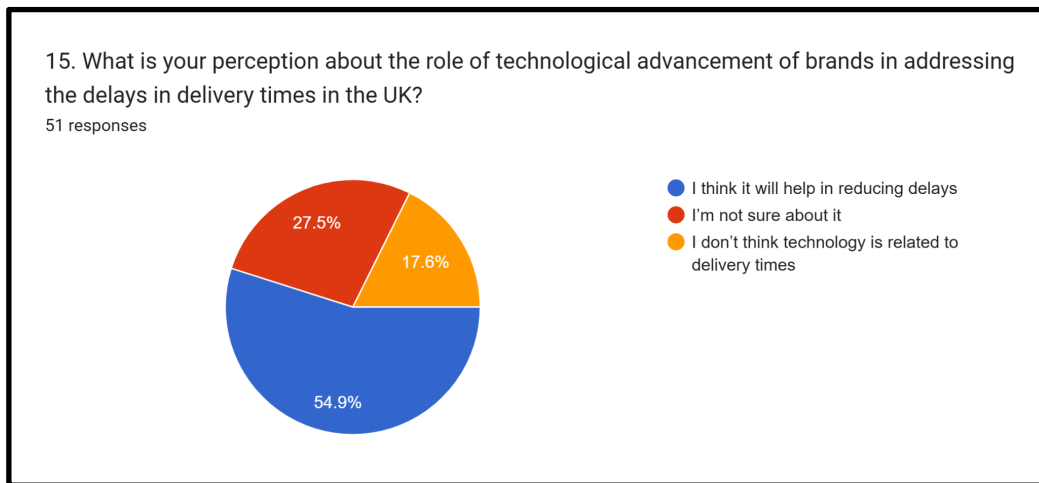


Figure 4.15: Responses to Question 15

About 55% of the respondents think that technological advancement would aid brands in addressing the delays in product delivery. Among the other respondents about 27% were not sure about the importance of technological advancement in the concerned context. Remaining 18% perceived technologies' role to be unnecessary in addressing the issues causing delays in product delivery in the UK.

4.2.2 Thematic Analysis

Authors	Themes	Description
Du et al. (2025), Renaudin (2025).	<i>Brexit has exacerbated new tariffs; customs checks and regulatory requirements leading to the increased expenses for UK businesses.</i>	Brexit has led to the increased expenses for the UK businesses with the increased operational costs, new tariffs, customs and regulatory checks. As opined by Du et al. (2025) , disruptions of the UK supply chain occurred due the customs checks and declaration for goods moving from the UK and EU causing increase in lead times and delivery of goods. For instance, businesses which are highly reliant on EU trade, where Brexit has increased the complexities and costs which has disrupted the supply chain. This has often led to trade inefficiencies, labour shortages, increased business costs and even diminishing output, which has led to lower investment and restricted capital accumulation across different sectors. As per the view of Renaudin (2025), the introduction of the new customs checks and regulatory divergence from the EU has increased the costs for the businesses such as custom duties have been introduced in goods crossing the borders. For instance, small and medium sized firms in the UK, are more vulnerable to increased costs and lower resource base for quickly adapting to changing regulatory requirements. Hence, the increased costs and complexities arising

		during Brexit has disrupted the supply chains mostly for the businesses which are highly reliant on EU trade.
Mykyta (2025), Drljača et al. (2025).	<i>Supply chain disruptions have led to potential increase in prices and delays in movement of goods leading to logistic bottlenecks for faster delivery of goods.</i>	Supply chain disruptions have led to increased prices and delivery delays creating major logistical bottlenecks. As per the view of Drljača et al. (2025), the disruptions have stemmed from various sources such as political instability, natural disasters, pandemic and other. This has resulted in a shortage of goods which have driven up the prices and demand has surpassed supply in various sectors. Often it is seen that disruptions have led to reduce the availability of goods with delays in production leading to higher prices for the essential items. Apart from that, disruptions are often caused due to transportation bottlenecks such as congested ports making it difficult for the movement of goods efficiently. This has led to the delays and increased costs which would impact the business financially leading to loss of sales and reputational damage. As per the view of Mykyta (2025), considering the bottlenecks in the supply chain management one part of disruptions in the supply chain process slows down the entire production line. Hence, it is important that increased demand coupled

		with the reduced supply has led to delayed deliveries and potential unavailability of goods to the customers. Disruptions have often delayed the production, manufacturing and the availability of goods. As per the view of Mykyta (2025), lack of visibility, inefficient processes and availability of goods often results in disruptions and consumer distrust. This would lead to customer dissatisfaction, reputational damage and even loss of sales. It has significantly affected the global economy with increased production cost and delayed deliveries ultimately causing inefficiencies in the consumer market.
Cai et al. (2025), Francioni et al. (2025).	<i>Delivery delays cause negative brand perceptions and loss of sales leading to disruptions in the business.</i>	Delivery delays often erode consumer trust as brand reliability and promise to deliver the services. As per the view of Cai et al. (2025), a negative brand reputation makes it harder to acquire new customers or even repeat customers along its business. For instance, with the advent of online shopping, the unhappy customers often share their reviews online which potentially harm the brand reputation. The delays in delivery often cause loss of sales where the customers may choose to purchase from other competitors providing faster delivery services. It has been observed that the business often

		incurred increased costs to compensate and expedite shipping customers for delays. As opined by Francioni et al. (2025), the brand depends on their reputation to effectively survive in the competitive industry. Shipping delays often leads to customers dissatisfaction and losing trust which leads to lack of support and promotion for the brand. Hence, this disruption has damaged the company reputation and the customers and stakeholders often feel unhappy. Customer loyalty and retention are essential for long-term success and ensure engagement and involvement with the brand. Repeat purchase is a strong indicator for customer loyalty and retention and helps the brand to identify the areas of improvement (Francioni et al., 2025). For instance, repeated delivery delays often hamper customer loyalty where they seek alternatives for future purchases. Consequently, this would lead to loss of sales due to repeated complaints and potential chargeback which have significant implications on the business.
Al Mahmud et al. (2025), Nweje and Taiwo (2025).	<i>Encouraging real-time tracking and visibility systems helps to identify the delivery</i>	The real-time tracking has improved communication and significantly reduced the gaps between the expectations of the customers. As opined by Nweje and

	<i>delays promptly and increase the rate of customer satisfaction.</i>	Taiwo (2025), giving insights to the real-time data has increased the visibility across the brand. Giving the customers the opportunity to proactively communicate to manage the expectations accordingly based on the actual deliver date and the potential cause for the delays. As per the view of Al Mahmud et al. (2025), ensuring that the delivery process is on real-time would help to manage the disruptions and consequently improve consumer trust. This would result in improved loyalty and greater customer satisfaction where they choose the brand again and again. Hence, the data driven approaches would drive sales and business growth opportunity by higher customer retention.
Tao et al. (2025), Chotisarn and Phuthong (2025).	<i>Brand often faced issues with delivery timelines due to production and shipping delays which caused customer dissatisfaction and decreased trust and loyalty among the customers.</i>	Brands often faced issues considering the frequent delivery delays in terms of shipping and production which would lead to significant loss of consumer trust and satisfaction. For instance, delayed deliveries often cause negative customer experiences and lead to decrease in sales. As per the view of Chotisarn and Phuthong (2025), consistent delivery delays often cause consumer distrust making it more complex to believe in brand reliability. Contrary to this, reliable and timely delivery is a key aspect for

		customer satisfaction leading to competitive advantage for the brand. Considering this, it is important to communicate openly and transparently with the customers about the reasons for delay, estimated timelines to manage their expectations and reduce frustration. Creating personalised experiences has helped to foster a sense of belonging and build stronger emotional bonds and increase customer loyalty to some extent. The brand needs to focus on improved customer service by prioritising on efficient delivery, transparency and proactive communication with the customers (Tao et al., 2025). Hence, the brand often focuses on improving overall customer experience from effective order placement to delivery to ensure trust and loyalty among the customers.
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Table 4.16: Thematic Analysis

(Source: Self-Created)

4.3 Discussion

There are various factors that have been the key causes resulting in the delays in the delivery of products across the UK. The customs checks and the declarations necessary while moving goods between the UK and other EU countries have been the cause of delays within supply chains (Du et al. 2025). Such delays in the movement of the goods within the supply chains of multinational brands have resulted in significant disruptions

across the supply chains of the UK. As indicated in the Literature Review (LR) section of the current study, the BREXIT movement has also been responsible for the development of trade barriers which led to disruptions within supply chains. Due to the impacts of the BREXIT movement not only the complexities have increased between UK and EU trade the costs have also significantly increased in recent years. About 10% of the consumers who faced delays in receiving their orders in the UK believed the delays were due to the impacts of BREXIT.

The political changes resulting in regulatory changes have led to significant disruptions in the supply chains across the UK. Implementation of new customs duties necessary for the transportation of goods across borders have resulted in increased costs for businesses in the UK (Renaudin, 2025). Such increased prices and the complex customs checks have led to prolonged legal procedures causing delays in the movement of products within the supply chains. As highlighted in the LR section, the disruptions within the global supply chains resulted in disrupted productions (Ambulkar et al. 2022). Such disruptions in the production procedure leads to prolonged time periods required in making product deliveries. It has been also identified that the impacts of such a rise in prices or costs are greater for small or medium sized firms in the UK. This makes them more prone to delayed order deliveries.

The factors such as increased costs or shortage of labour have been among the key causes impacting product delivery and supply chains in the UK. Higher costs along with labour shortages following the UK's exit from the EU have been highlighted in the LR (Oyegoke et al. 2024). About 37% of the interview respondents have also identified labour shortage and 20% respondent identified increased labour shortages to be the factors causing the delays. It has also shed light on the slowed economic growth of the UK and has also been a critical challenge for the companies (Wardley-Kershaw and Schenk-Hoppé, 2022). The identified factors have been the key contributors to the delays in product delivery across the UK.

The factors causing the delays extend beyond the human acts within the supply chains. Natural disasters or the global pandemic have also been factors causing disruptions in the supply chains (Mykyta, 2025). About 22% of the survey participants also thought Covid-19 to be a crucial factor causing the supply chain disruptions in the UK. The

bottlenecks caused within supply chains due to situations such as higher demands also result in disruptions within supply chains (Drljača et al. 2025). This indicates that there are a wide range of factors that act as the cause of the delays caused in delivering products to the customers in the UK.

There is extensive influence of the instances of supply chain disruptions on the consumers across the UK. About 61% of the survey participants experienced delays in receiving their orders in the last 4 months while 24% of them experienced frequent delays. This indicates the higher frequency of occurrence of the events of delays in product delivery in the UK. Negative brand perceptions result in challenges for brands to acquire new customers or retain existing ones (Cai et al. 2025). About 39% of the survey participants agreed about the negative impressions caused among customers due to delivery delays. About 59% of the survey participants stated that they faced delays of about 1-7 days while the remainder faced delays ranging from weeks to months. This indicates the wide extent of the delays in delivery of products faced by the customers. Lack of availability of delivery personnel has been highlighted as one of the crucial reasons causing hardships for logistics or transportations (Sumbal et al. 2023). The logistics and transportation being at the heart of the movement of the goods have resulted in delays. This has led to dissatisfaction among customers.

The significant influence of the delays on the customers have been identified throughout the research. As indicated in the LR, customers have shifted to companies offering faster delivery of products (Brylla and Walsh, 2022). About 33% of the survey respondents were dissatisfied with the communications of the brands regarding the delays. Among the participants 33% received partial real-time tracking options while 29% were not able to track their products during delays. Failure in making timely deliveries reduces customer loyalty and develops a negative brand image (Kittur and Chatterjee, 2023). Such instances are significant causes leading to negative brand perceptions and customer dissatisfaction. Survivability of a brand depends on its reputation within the highly competitive markets (Francioni et al. 2025). This indicates the severity of the negative perceptions among the customers about the brands.

As indicated in the LR, the delays have been severely influential to the relation of the customers and also the retailers with the brands. Delays within supply chains have been

the causes of mistrust and complaints from the retailers (Woimant and Steils, 2025). This indicates that the impacts of the delays in product delivery extends beyond the customer-brand relations. Communication about changes in delivery times has been identified to be the key to customer trust as identified in the LR (Batteux et al. 2025). About 28% of the survey respondents stated that they are not willing to repeat purchases from a brand causing delay in delivery. Lack of communications have been the key reasons for such reduced loyalty among customers. However, 31% of the respondents stated that they were willing to wait for a month before switching to a new brand. This indicates the tendency of customers to be patient with the brands.

Technological advancements have been playing a significant role in aiding brands to reduce delays in product deliveries. Technological advancements have been the key to real-time tracking of the products by customers (Nweje and Taiwo, 2025). Such facilities have been helpful in building trust between brands and customers. Logistics transparency has been highlighted as one of the crucial factors impacting customer trust in the LR (Sordan et al. 2025). Transparency in logistics information is also crucial for the brands. Routes of delivery are optimized using the real-time tracking information of products (Al Mahmud et al. 2025). This indicates that technological advancements would assist the brands in improving their operations and customer satisfaction.

Brand reliability has been identified to be potential impacts of the delays in product delivery. Consistency within delays in product deliveries lead to distrust of customers towards brands (Chotisarn and Phuthong, 2025). There are specific recommendations derived in current study for addressing such situations for avoiding delivery delays. Efficiency in delivery, transparency and active communications are crucial for brands (Tao et al., 2025). Such qualities of a brand would aid them in building a relationship of trust with their customers. As highlighted in the LR, collaboration between private and public sectors are also crucial for mitigating delays in product delivery (Shuaibu et al. (2025). About 55% of the survey participants recommended the option of alternative shipping procedure. Other, 20% participants thought better tracking systems would suffice in addressing delivery delays.

Legal strategies have also been identified to be crucial recommendations in current study. Labour regulations can be crucial in improving transportation or warehouse operations

(Lakhamraju, 2025). About 35% of the survey participants believed the companies are putting efforts to mitigate the delays in product deliveries while 16% thought otherwise. It has also been highlighted in the LR that diversification of the suppliers and logistics partners is also essential for avoiding dependency (Uygur and Peyravi, 2025). Availability of alternatives will aid companies in avoiding the paths that might lead to delays in their supply chains. Information in LR indicates, Dynamic inventory management or demand forecast would be key in avoiding delays (Nweje and Taiwo, 2025). About 55% of the survey participants also believed that technological advancement is crucial for addressing delays in product delivery.

4.4 Key Findings

The survey has shown about 24% of the respondents have witnessed frequent delay in deliveries across the UK. As per the view of Gülmez et al. (2024), delivery issues in the UK are late deliveries and difficulty in reaching delivery personnel. On the other hand, supply chain disruptions, staff shortages and increased costs have exacerbated the problems. As per the respondent's viewpoint, 29% are unable to track their delivery parcels on time. The real-time tracking would help the customers to track the data from the date of purchase to its arrival. As per the view of Tao et al. (2025), the rise of online shopping has brought about changes in the delivery systems to meet the demands and might incur in errors during the process. There have been a constant logistical and transportation challenges due to the congestion at ports and even gap between the roadways which make it tougher to deliver on time. Considering this, would hamper customer satisfaction levels resulting in decreased loyalty and trust. The major shortages have been observed with the spike in demand which might not cater to the reduced levels of supply as an result hampering customer satisfaction levels as well.

There have been numerous causes for the delays, such as labour shortages, infrastructural issues and inadequate technology are often observed in the UK. The recent phenomenon of Global pandemic has caused disruption in the supply chain due to higher demand for the products whereas the supply is limited. As per the survey response, about 22% of the respondents have agreed that they faced issues in the delivery mostly during the period of pandemic. However, as per the respondents' viewpoints, technological advancements would aid timely delivery of the products. Hence, the lack of perceived

technologies would help to unnecessary address the issues causing delays in product delivery in the UK.

There has been an efficient demand for logistics and transportation of goods across borders. The major impact of such delays includes increased costs such as higher shipping rates due to increased demand and disruptions. As per the view of Renaudin (2025), disruptions on the supply chain have a ripple effect on the businesses and economies worldwide. Considering this, it is important to have an open communication between the businesses and the suppliers to better identify and address the potential issues. It is important for the firm to be flexible and adjust to the new regulations and challenges are also crucial aspects. As per the survey responses, about 61% of the respondents have faced delays in delivery for the last 4 months and about 24% experienced it frequently. This has shown the higher frequency of occurrence and ultimately leading to brand distrust and negative perceptions among the customers. Therefore, it is necessary for the brand to incur in the combination of infrastructural upgrades to allow flexibility and resilience to impact the delivery timelines in the UK.

On the other hand, the organisation needs to maintain strategic inventory to ensure a higher demand for the vital items and shorten the delivery time to the customers. As per the view of Nweje and Taiwo (2025), it is important to maintain a strategic inventory buffer to meet the higher demands for essential goods and shorten the delivery times to the customers. Hence, it is important to maintain a dynamic inventory to meet customer demands by adjusting the stock levels based on the real-time and avoid the dependency on the single source as well.

4.5 Chapter Summary

The supply chain resilience needs to be ensured to diversify among the suppliers and logistics partners across different geographies. In the UK, delivery delays are quite common which has an impact on customer satisfaction and loss of sales and brand image on a major scale. The advent of online shopping has exaggerated the issue, as a resultant increase and expectations of customers on a major scale. The global supply chain disruptions are often a result of congestion at the ports which have contributed to the delays and impact the delivery times on a major scale. The customer dissatisfaction has even led businesses to incur additional costs due to returns, refunds and penalties as a

result of delivery delays. Hence, it is important to have proactive strategies to predict and prevent delays by effectively managing the inventory to meet the customer needs in a time-efficient manner.

Chapter 5: Conclusion and Recommendations

5.1 Conclusion

Delivery delays in the UK have been attributed to the range of factors such as transportation issues, labour shortages and even trade restrictions across borders. On the other hand, factors like geopolitical tensions, conflicts and even pandemic have disrupted the supply chain impacting shipping and delivery of the goods among the customers. For instance, it has been observed that the UK customers faced issues due to the lack of delivery updates, shipment locations making it difficult to respond to the potential delays and disrupted delivery. In the UK, the delivery delays are caused mostly during global emergencies, shortage of raw materials and economic uncertainties which disrupt the flow of goods to some extent.

On time delivery is a crucial factor for enhancing customer satisfaction, improving brand reputation and even loyalty. The short wait makes interactions with the business more pleasant as the happy customers are likely to share their experience in a positive way. Contrary to this, the increased delivery time would lead to revenue shortages and operational inefficiencies as it leads to higher costs to compensate the unhappy customers. Often it has been observed that customers are dissatisfied which lose trust, incur financial penalties which leads to damage to the reputation of the organisation. For instance, missed deliveries by the business drastically impact the customer retention rates as well. Considering this, the organisation needs to possess a customer service department to quickly address the grievances and ensure that they donot feel neglected or mistreated by the organisation. Hence, addressing these issues are crucial for improving customer satisfaction and securing revenue within the global marketplace.

Nevertheless, delivery delays often lead to economic losses and operational inefficiencies which would impact the businesses, supply chain networks and customers as well. Global events in the UK such as Ukraine-Russia war, Brexit which has led to longer transit times and higher shipping costs for products delivering it to the customers. This has resulted in disruptions with the shortages and rising costs and the longer lead times across the industry. The recent phenomenon of pandemic has disrupted the global supply chains leading to delays and rising costs. The higher shipping costs and the longer lead times has led to the increase in overall costs for doing the business. This has shown that the

significant challenges and disruptions has shown a rise in the transportation costs and fuel prices which has impacted the business for the retailers. For instance, the organisation often faced delivery related complaints which has led to reputation loss due to late and undelivered packages.

UK retailers have encountered financial losses due to delayed deliveries, as it has been observed that the customers mostly prefer same day delivery based on the online platforms. Based on the aspects of consumer satisfaction, it has been observed that they prefer on-time delivery and reduced communication delays which would consequently hamper loyalty and create a negative brand image. Hence, it is important for the retailers to maintain a strong brand image and reduce consumer distrust by improving the company's operational efficiencies.

There has been a problem with the global logistics such as poor communication among the ports and rails which are required to be fixed to reduce the disruptions. Considering this, there is a need for infrastructural development to reduce resilience and reduce delays to some extent. For instance, the recent development of data sharing and digitalisation would help to track shipments based on real time. This would help to better anticipate the disruptions and enable faster response as a collaborative approach towards problem-solving. Hence, it is important to invest in reliable and planned routes and communicate effectively with the customers to prevent delivery delays to some extent.

5.2 Linking with Objectives

The objective 1 of the study, has been evaluated in the themes 1 and 2 of the research and even the survey questions 14 and 15 to know about the major cause of the delays and associated impact of disruptions on the UK economy. The second objective to know about the industry specific aspects has been met in the LR section with appropriate justification and examples for the same. Determining the way it has impacted customer loyalty and satisfaction, have been met in the survey questions 1, 2, 5 and 6 and even on themes 2 and 3. Thereby, the real tracking systems to enhance customer experience are determined in the theme 4 and Questions 10 and 11 in the research.

5.3 Recommendations

Enhancing supply chain visibility to effectively respond to disruptions

The brand needs to focus on implementation of the advanced tracking systems with real-time data sharing to address the disruptions. As per the view of Anozie et al. (2024), real-time tracking would provide the customers with an end-to-end visibility of the goods and services. The proactive approach towards the routing shipments would ultimately improve customer satisfaction across the business. Real-time data would give an early identification of the potential delays and disruptions and would help the business to take corrective actions before it escalates and incurs on consumer trust. This would also help to improve efficiency among the logistics teams to optimise the routes to reduce the times of transits. On the other hand, the real-time tracking provides customers with the visibility in the order progress by building trust and confidence about the brand.

Diversifying among the suppliers and logistics partners

The diversification of the supply chain has helped to reduce the production halts due to the single supplier and logistics providers. As per the view of Soremekun et al. (2024), such diversification also helped to minimise the regional risks by spreading across regions to reduce the vulnerabilities. On the other hand, diversification often gives opportunities for the businesses with a greater bargaining power to negotiate with the suppliers and logistics partners across the regions and reduce the dependency on the single source. Hence, it is essential to foster a good relationship through communication and collaboration to leverage technology and track performance by identifying the potential issues on an early basis.

Enhancing customer services by strengthening last-mile delivery solutions

The organisation in order to reduce the delivery delays, can strengthen their opportunities by the last mile delivery solutions. For instance, they can avail the opportunity to deliver it to the customers from the local hubs as an aim to enhance efficiency, reduce costs and improve customer expectations. As per the view of Li et al. (2024), the proper route optimisation, real-time tracking, would help to find the most effective routes to reduce the travel time and fuel consumption effectively. The flexible delivery options would help to cater to the different customer needs such as same day delivery, scheduled delivery and pick-up at designated locations. It is important to maintain an open communication with the customers throughout the delivery process to give updates about the delivery status and address their concerns promptly leading to more trust and loyalty towards the brand.

Hence, giving opportunity for the customers with faster delivery and accurate tracking options would contribute to effective customer experience across the brand.

5.4 Research Limitations

The study is based on the specific period of time where supply chain dynamics and customer expectations changed over time. The limited geography such as the research is based on the specific area in the UK which often limits the aspects of generalisation for the entire country. There have been constant limitations for data availability and bias as the real-time data on customer satisfaction are also limited. However, to make the study more specific, the chosen sector needs to be incorporated as a whole, it's a vast topic and gathering deeper insights might not be possible as well.

The lack of long-term data which might limit observation patterns over time across the recovery efforts after disruptions on a major scale. The multiple factors for disruptions would also hamper the impact of the supply chain independently, complicating the attribution. On the other hand, the customer's satisfaction and buffering time over the delays is subjective and it differs across the customers and the industries. Hence, tracking the source of disruptions is precisely difficult and the survey often might not represent the general population.

5.5 Future Scope

The future studies could have focused on the sector-specific analysis to evaluate the delivery expectations and supply chain structures impacting significantly. On the other hand, the comparative studies can be unfolded between the UK and other countries to analyse the broader understanding about the supply chain risks management and customer satisfaction. The further research could analyse the ways governmental policies such as change on trade agreements and labour laws would impact the customer satisfaction levels to some extent. The proper ways of analysis for investigation of the real-time updates and transparency in the delivery updates to give practical insights into the study. Hence, the study in the future could incorporate the SMEs in the UK adapting to disruptions and the way customer satisfaction and expectations differ across businesses.

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Appendices

Appendix 1: Survey Questionnaire

- 1. Have you experienced delays in delivery for the last 4 months for any ordered items?**
 - Yes
 - No
- 2. How often have you faced delivery delays?**
 - Often
 - Occasionally
 - Rare
- 3. Do you feel that delivery delays would somehow affect the customer's perception about a brand?**
 - Yes
 - No
 - Not at all
- 4. Can you please give an idea about the average delay time you have faced currently?**
 - 1-3 days
 - About 7 days
 - More than a week
 - For about a month
- 5. How do you feel about the communication considering the delays?**
 - Satisfied
 - Neutral
 - Dissatisfied
- 6. Did you receive any real-time tracking services during the delays?**
 - Yes
 - No
 - Partially
- 7. What kind of product did you face a delay in receiving?**
 - Consumer good

- Electronics
- Others

8. Are you likely to buy from the same company after facing the delays?

- Yes
- No
- Neutral

9. What is your acceptable delay time before switching to other brands or competitors?

- 1-3 days
- 7 days
- More than a month
- Flexible timing

10. What suggestions would you like to give to the company when there is a delay?

- Offer alternate shipping process
- Improve communication
- Better tracking systems
- No action needed

11. What do you think has been the main factor responsible for the delays in product delivery across the UK in recent years?

- BREXIT
- COVID-19
- Shortage of Employees
- Higher Labour costs
- Not sure

12. Are you willing to pay more to subscribe to services offered by companies for availing faster delivery options for your orders?

- Definitely
- Not sure
- I am happy with standard delivery time

13. Are you aware about the complex operations within the supply chains?

- Yes, I'm aware about it

- I have no knowledge about it
- This information does not concern me

14. Do you think that the companies in the UK are working for reducing the delays in the delivery times?

- Strongly Agree
- Agree
- Not sure
- Disagree
- Strongly disagree

15. What is your perception about the role of technological advancement of brands in addressing the delays in delivery times in the UK?

- I think it will help in reducing delays
- I'm not sure about it
- I don't think technology is related to delivery times

Appendix 2: Ethics form and Participant's consent form

Your Details	
Name of Student:	
Department:	
Programme:	
Academic Session:	
Supervisor:	
The Project	
Project Title:	
Project Title: Impact of Supply Chain Disruptions and Customer Satisfaction with Delivery Time in the UK	
Main Aim of Study: The study will aim to analyse the impact of supply chain disruptions causing delays in deliveries, and in a way causing dissatisfaction among the customers.	
Contact with Others	
Will your project bring you into direct or indirect (e.g. via internet surveys) contact with other people?	
Yes ☒	No ☐
If you have clicked "No" sign the section below and submit <i>this page only</i> to your supervisor for countersigning, otherwise complete the remainder of the form.	
Your Signature	
Signature:	Date submitted:
Ethical Approval	

