Strategic Alignment between Competitive Strategy Dimensions and Supply Chain Strategy Dimensions

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Pakistani service sector is growing rapidly, however there is a scarcity of empirical investigation related to supply chain issues in wireless internet services in Pakistan. This Study provides a strategic perspective for devising the supply chain strategies (SCS), in coordination to the competitive strategies (CS), targeting the desired performance objectives. The strategic fit/alignment between CS and SCS in Pakistani wireless internet industry was explored and the influence of these alignments on the performance was investigated. An adapted survey questionnaire was used and 77 respondents from 8 companies in Pakistan participated in the survey. General Linear Regression Model (GLM) was used to extract and interpret results. Major findings show high correlations between competitive and supply chain strategies alignments. It is also found that choice of combination between CS and SCS affects business and supply chain performance. Implementation of supply chain management (SCM) practices in Pakistani wireless industry are mainly stalled by "Traditional Practices" (mostly ranked top), "Leadership", (drops the organizational performance) and "Time Constraint", "Low Budget & Expenditure", and "Resources" (boost the organizational performance). A convenient sampling technique is used to collect the information through the adapted questionnaire. Supply chain managers can opt the best combination of CS and SCS dimensions in the presence of hurdles; he/she is facing before implementation of new business strategy to improve the organizational performance. Identification of the best alignment of CS and SCS dimensions is expected to lead the organization towards a productive within organizational culture that ultimately leads to better organizational performance .

***Keywords*:** competitive strategy; supply chain strategy; strategic alliances; business performance; supply chainperformance; wireless technology.

Global competition has compelled organizations to look for synergies in their operations to remain profitable in today's global markets. One such area of operations that organizations endeavor is the distribution of services and products in effective and efficient ways. A significant factor in this exertion is the blueprint harmonization of the supply and distribution networks and that is the SCM (Sengupta, Heiser, & Cook, 2006). Sengupta et al. (2006) state that SCM is primarily restricted to conventional areas like procurement, logistics, and supply. Service sector is the fastest developing and leading sector in most of the developing countries in the world economy. The share of service sector in total GDP is 73 percent in high-income countries, 53 percent in middle-income countries and 47 percent in low-income countries (Ahmed & Ahsan, 2011). A bulk of supply chain management research has concentrated on the manufacturing sector, even though the private services are leading economic development and out-paces the goods-producing sector (Sengupta et al., 2006). In 2004, private services accounted for approximately 70 percent of the current-dollar GDP (Strassner & Howells III, 2005). Two-third output of the world's advanced economies is based on service sector (Kelly, 1997). Services are noticeably different from manufacturing, with various managerial emphases (Fitzsimmons & Fitzsimmons, 2006). This determines that the rules described for manufacturing supply chain or product type should not be evaluated blindly with service supply chains. These days service sector growth is usually higher than production sector in more or less all the economies (Maroto-Sánchez & Cuadrado-Roura, 2009). The whole world is the domain of service activities today (Vandermerwe & Chadwick, 1989). The reason is that service sector is acknowledged as

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the best, ever-rising area in international trade (Sarathy, Terpstra, & Russow, 2006). Such change appears to be the outcome of technological modernization in recent times.

Organization's Competitive Strategy (CS) explains the set of customer priorities, relative to its competitors that it pursues to fulfill through services and products (Chopra & Meindl, 2007). CS takes into account customers inclinations as well as the moves of competitors, to form a comprehensive program of fulfilling customer needs through services and products. As estimated by OECD (2000), development of service sector would continue, to get high significance through innovation in the field of knowledge based and skill oriented activities. Rath and Rajesh (2006) explore the developments in service sector, which leads to India's strong economic development. They affirm that service sector not only offers more job opportunities but also broaden the tax base and the flexibility of taxes. With the importance of service sector escalating, research needs to focus the issues and concerns with in the service supply chain, distinct to manufacturing (Sengupta et al., 2006). However, broad analysis of services supply chain systems is a prerequisite to further recognize these issues and problems. This is so, because manufacturing supply chain has a quite different focus (Ellram, Tate, & Billington, 2004).

In the context of Pakistan, the share of service sector is rising in all areas of economy over time. In fact, service sector is growing more rapidly than manufacturing sector. Service sector accounts for 54 percent of GDP and little over one-third of total employment in Pakistan. Furthermore, it is also important that organizations endeavor to develop a strategic alignment between SCS and CS (Ahmed & Ahsan, 2011). The study on strategic alignment by several scholars like (Aldrich & Marsden, 1988; Fry & Smith, 1987; Thompson, 1967; Van de Ven & Drazin, 1984; Venkatraman, 1989) and others, have highly developed the field. Actual management requires an alignment of external environmental configuration and positioning of company in internal structure and procedures compulsory for positioning strategy implementation (Thompson, 1967). SCS leads to external and internal progression in an organization. Therefore, to attain business excellence in the current situation it is very important to set up strategic alignment between supply chain strategy and competitive strategy (Hertz, Hultman, Wikner, & Hofmann, 2010).

A significant research gap exists in incorporating SCS and CS in tandem, in the practical as well as academic areas. For competitiveness, the business competitive strategy must match with the supply chain strategy (Sahay, Sahay, & Mohan, 2006). Several studies have been done to empirically explore the subject of SCS fit with competitive corporate strategy in their particular ways, i.e. in Taiwan (Sha, Chen, & Chen, 2008), in Britain and Ireland (McAdam & Brown, 2001), and in several countries of Europe and USA (Chi, Kilduff, & Gargeya, 2009; Godsell, Birtwistle, & van Hoek, 2010; Narasimhan, Swink, & Viswanathan, 2010). Nevertheless, countries like Pakistan have some scarcity regarding research.

Pakistan has shown growth in GDP at the rate of 4.3% in 2009- 2010 and 4.8% in 2010-2011, in which the growth rate of service sector is 54% (Ahmed & Ahsan, 2011). Wireless internet service is a very promising new growth area in the service sector, right on the heels of mobile network services. The wireless internet service provider segment of the Telecommunications industry in Pakistan is getting very competitive day by day. This research examines the situation of strategic alignment between CS and SCS in Pakistani Wireless Internet Industry with a moderating role of practical hurdles.

Research Questions

Is there significant relationship between firm's SCS dimensions and CS dimensions in wireless Internet (service) Sector of Pakistan?

Does strategic alignment between SCS dimensions and CS dimensions have an enhancing effect on business performance?

Does strategic fit between SCS dimensions and CS dimensions have an enhancing effect on supply chain performance?

How do hurdles moderate the above relationships?

Research Objectives

The objectives of the study are as follows:

To explore the strategic alignment between SCS and CS in Wireless Internet Industry in Pakistan;
To determine the impact of SCS and CS alignment on corporate performance;
To explore supply chain strategies implemented in wireless internet industry of Pakistan;
To explore the competitive strategies implemented in wireless internet sector of Pakistan;
To explore the effect and level of interruption of practical hurdles to corporate performance

Competitive Strategy

CS specifies the comprehensive dimensions that an organization practices as a basis for sustaining or gaining competitive advantage; for example, product differentiation or low cost structure (Porter, 1998). Competitive priorities are also referred to as CS (Soni & Kodali, 2011). Competitive priorities or competitive strategies, adopted/adapted by organizations, have gained sufficient attention in literature (Soni & Kodali, 2011).

CS in a business describes how a business competes within its industry sector (Parnell, 2008). Every company employs its' own inimitable CS and strategic assessments classify clusters of business that perform similar competitive strategies. The main issue in CS is; how to compete in a specific market segment/product or industry? (Hofer & Schendel, 1978; Vancil, 1976). Efforts to respond to the "How?" have generated different viewpoints, for instance, competitive advantage can be obtained by: selecting protected market niches, deploying resources effectively, and an effective description for the product/market, or any amalgamation of these features (Hofer & Schendel, 1978).

A firm's relative position within an industry is given by its choice of competitive advantage and its choice of competitive scope. Competitive scope distinguishes between firms targeting broad industry segments and firms focusing on a narrow segment. Generic strategies are useful because they characterize strategic positions at the simplest and broadest level. The strategic group level analysis has contributed much to what is currently known as business strategies and performance. Many authors describe competitive priority on the basis of flexibility, delivery, quality or cost and these strategies are significantly associated to the notion of generic strategies in corporate research (Porter, 1998). Six dimensions of CS, given by Chase, Aquilano, and Jacobs (2001), are considered in this study as they give a good and almost complete view of CS.

Competitive Strategy Dimensions

Higginson and Alam (1997) has explained each of the competitive strategy dimensions as follows:
New Product Flexibility: "*Ability of a company to offer a wide variety of products to its customers*"

Demand Flexibility: "*Ability to effectively deal with dynamic market demand over the long term*".
Delivery Reliability: "*Deliver it when promised*".
Delivery Speed: "*Make the product or deliver the service quickly*"
Quality: "*Make a great product or deliver a great service*".
Cost: "*Make the product or deliver the service cheap*".

Supply Chain Strategy

SCS involves decisions regarding the choices of distribution channels, the selection of facilities, and the selection of suppliers. These decisions are made according to the supply chain goals of the company (Christopher, Peck, & Towill, 2006). Supply chain strategies should be adapted to fulfill the requirements of market segments (Ambe, 2010).

SCS affects the fundamentals of supply chain activities, the effectiveness and efficiency of the supply chain relationships with the other members and within the entire supply chain (Chi et al., 2009). An effective supply chain strategy is always designed in comparison to key competitors and according to customer needs (Chopra & Meindl, 2007). A company's operational strategy, sourcing strategy, and route-to-market requirements need to be suitable to a particular product/market condition (Christopher, 2005). Many causes may influence a company to rethink its supply chain strategy (Aitken, Childerhouse, & Towill, 2003). For instance, it is argued that changes in supply chain strategy are very necessary throughout the product life cycle to maintain competitiveness (Perez-Franco, Singh, & Sheffi, 2010).

Supply Chain Strategy Dimensions

Efficiency and responsiveness are leading supply chain strategies (Chase et al., 2001; Mahadevan, 2010; Russell & Taylor, 2000). Although, dimensions include "Capital Reduction (SCS)" as an unfasten dimension and it is described as a strategy to reduce the level of investment in the logistic system. However, two other dimensions i.e. "Service Improvement (SCS)" which is all about responding to customer needs and "Cost Reduction (SCS)" is about reducing the variable costs related to storage and logistics.

The dimensions of supply chain strategy are described as follows:

Cost Reduction: "*Minimizing the variable costs associated with movement and stor*age".

Service Improvement: "*Increase in level of customer provider*".

Capital Reduction: "*Minimizing the level of investment in logistic system*".

Supply Chain Performance Dimensions

The following supply chain performance measures given by Higginson and Alam (1997) have been used in this study:

Perceived Customer Satisfaction: "*The degree to which customers are satisfied with product, services etc*".

Quality of Out-going Products: "*Quality of the outgoing products offered by the company*".

Total Revenue: "*The revenue realized by the company on yearly basis*".

Overall Competitive Position: *"How a company perceives itself in comparison to its competitors?"*

Average Service Costs: "*Production cost averaged over complete range of products of the company*".

Hurdles in Implementing SCM Practices

Study of SCM practices in UK industrial SME's used some factors to find out hurdles in implementing SCM practices. We added "Leadership" as a hurdle in implementing SCM practices. Leadership has great impact on organizational performance. In the knowledge economy leaders have to figure out what their organization need to know about future, in other words we can say leadership is an essential enabler which support knowledge creation and dissemination in a firm to improve the performance (Von Krogh, Ichijo, & Nonaka, 2000). These hurdles are given as follows:

Traditional Practices: "*Traditional practices which are no longer efficient and are not compatible with new technology*".

Insufficient Knowledge: "*Inadequacy of technology and best practices know-how*".

Investment and Expenditure: "*The amount spent in developing infrastructure for meeting the requirements for carrying out SCM activities*".

Time Constraints: "*The time taken to reap the benefits of implementing SCM practices*".

Resources: "*Lack of manpower, financial, technological and knowledge related SCM*".

Leadership: Peter Drucker sums up leadership "*a leader is someone who has followers*". In simple words we may say leadership facilitates the employees to employ together in the process of development.

Research Linkages and Hypotheses

The business performance is affected by CS, SCS, and strategic alignment between CS and SCS. The following linkages are under prime focus in the current study:

Linkage (1) CS dimensions ↔ SCS dimensions

A company's competitive strategy clearly sets the customer needs that it will fulfill through its services and products having a distinct set of characteristics; competitive strategy must be aligned with supply chain strategy (Chopra & Meindl, 2007; Fisher, 1997). A competitive advantage through supply chain strategies can be created by aligning supply chain competences with market requirements (Soni & Kodali, 2011). Consequently, SCM strategies must be aligned with firm strategies to subsidize sustainable competitive advantage (Hertz et al., 2010). According to Sahay et al. (2006), organizations need to align business strategy with SCS to meet the competitive business challenges. It is thus important to explore the following hypothesis.

H1. There is a significant two way relationship between firm's CS dimensions and SCS dimensions.

Linkage (2): CS dimensions → Performance

It stresses that any strategy is suitable only in a particular set of competitive conditions. According to Soni and Kodali (2011) that competitive strategy affects the business performance in particular market situations. This interpretation raises further hypotheses.

H2.The Performance of Pakistani service industry varies from one CS dimension to another.

Linkage (3): SCS dimensions → Performance

Like competitive strategy, appropriate SCS also affects business performance by enhancing the effectiveness of supply chain; nevertheless, prescription of this strategy also varies for a given competitive strategy (Soni & Kodali, 2011). It is thus important to examine a research proposition:

H3.The Performance of Pakistani service industry varies from one SCS dimension to another.

Linkage (4): Combination of CS and SCS dimensions → Performance

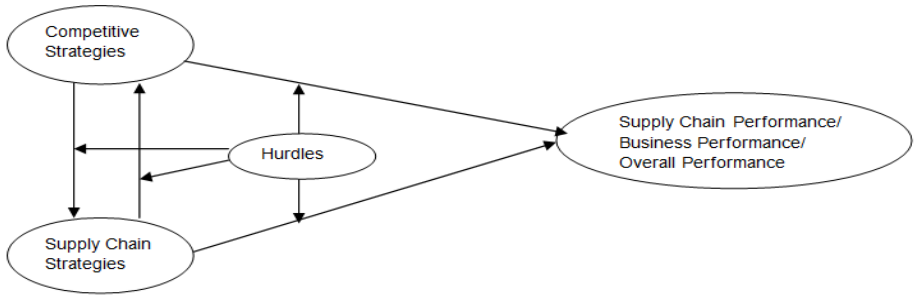
Study in Australia, USA and Europe reveals that higher performance is linked with high degree of alignment between leadership, organizational culture, strategy and competitive situation. Literature also reveals that achieving proper alignment should improve business performance of a company; otherwise performance would decrease (Chopra & Meindl, 2007). It was empirically verified by that the alignment between firms' supply chain selection and business environment affects overall performance. It is thus pertinent to associate business performance with the alignment between supply chain strategy and competitive strategy (Soni & Kodali, 2011). Usually, firms use financial metrics to measure business performance (Rath & Rajesh, 2006). However, several other metrics related to customer satisfaction, inventory, etc. must be considered (Soni & Kodali, 2011). Higginson and Alam (1997) have used financial and SCM measures for their study, which are perceived customer satisfaction, quality of out-going products, total revenue, overall competitive position, average services costs.

H4.Performance varies from one combination of CS dimensions and SCS dimensions to the other combination.

Moderating Role of Hurdles

H5. Hurdles moderate all the four linkages.

Schematic Representation of SCM & Performance



Method

In this study, an empirical approach is adopted to examine strategic fit/alignment of wireless internet (service) industry of Pakistan. A quantitative approach using Linear Regression (LR), and General Linear Model (GLM) is adopted to extract and interpret results.

Population and Sampling

The target population is the top level managers in wireless internet (service) industry of Pakistan. The data are collected from senior managers, managers and assistant managers of wireless internet service provider companies in Pakistan. Only eight companies that are providing Wireless Internet services in Pakistan, PTCL, Wateen Telecom, World-call Telecom Ltd., LINKdotNET, Wi-tribe, Qubee Pakistan, Mobilink Infinity, COMSATS Internet Services, are included in this study. Sampling technique, used in this study, is the "Convenient Sampling".

Instrument

The questionnaire used by Soni and Kodali (2011), that contains twelve items on different scales, is adapted. Nine items related to CS, SCS, business performance, and overall supply chain performance are used in this study in the adapted questionnaire.

Data Collection

The questionnaire in the form of personal delivery and via e-mail sent to the 8 companies that are providing wireless internet services. There were many hurdles to get the response from the right respondents. After one and half month only 30 responses were received. Personal meetings and telephone calls were made to enhance the response rate. With all efforts, 77 responses were received after three months. There was only one scaled item in the questionnaire, the reliability for which was 0.65.

Results and Discussion

In this current study we developed five hypotheses. Each of the hypotheses with its statistical test and interpretation is provided below.

H1: There are two-way relationships between CS dimensions and SCS dimensions.

These hypotheses were tested through Spearman's Ranked correlation Coefficient because of the ordinal nature of CS and SCS dimensions. The overall relationship and relationship moderated by "Hurdle" is provided below. The values of "r" along with "**" superscript are significant at 1%, the values with "*" superscript are significant at 5%, and the values with no-superscript are in-significant. In case of moderation, some strong values of $"r > 0.75'$ are significant at 5%, while the overall significance is at 1%, this is just because of the small sample size of organizations with the interruption of a particular "hurdle" (See Table 1 and Table 2).

The following strategic alignments are found positively correlated. It means, both (SCS) and (CS) are moving in the same direction, in terms of importance. Overall and moderated by hurdles correlation coefficients are given below:

Overall, Cost Reduction (SCS) and Low Cost (CS) are positively related ($r = 0.415^{**}$), but "Insufficient Knowledge" weakens this relationship to almost no-relationship ($r = 0.442$), and Time Constraint ($r = 0.819^{*}$) and Leadership ($r = 0.884^{*}$), interruption makes the relationship stronger.

Overall, Cost Reduction (SCS) with Delivery Speed (CS) are uncorrelated ($r = -0.106$) and remain uncorrelated across all the hurdles.

Overall, "Cost Reduction (SCS)" and "Demand Flexibility (CS)" are moderately and negatively correlated ($r = -0.513^{**}$), but this relationship becomes the stronger in case of "Low Budget & Expenditure" interruption ($r = -0.885^{**}$).

Overall, Cost Reduction (SCS) and Product Quality & Reliability (CS) are uncorrelated ($r = 0.212$) but Low Budget & Expenditure interruption makes this relation stronger ($r = 0.853^{**}$).

Overall, Cost Reduction (SCS) with Delivery Reliability (CS) are not correlated ($r = -0.047$), and remain un-correlated with all the interruptions as well.

Overall, Cost Reduction (SCS) and Product Flexibility (CS) are uncorrelated ($r = -0.208$), but this relationship becomes moderate in case of "Traditional Practices" interruption ($r = -0.434^{*}$).

Overall, Service Improvement (SCS) and Low Cost (CS) are weakly and negatively correlated ($r = -0.368^{**}$), but this relationship becomes stronger with interruption of Traditional Practices ($r = -0.540^{**}$), and Insufficient Knowledge ($r = -0.685^{**}$).

Overall, Service Improvement (SCS) and Delivery Speed (CS) are negatively correlated ($r = -0.410^{**}$), but this relationship becomes stronger with interruption of Low Budget & Expenditure ($r = -0.662^{**}$), and Resources ($r = -0.889^{**}$).

Overall, Service Improvement (SCS) and Demand Flexibility (CS) are uncorrelated ($r = 0.079$) and remain uncorrelated across all the hurdles.

Overall, Service Improvement (SCS) and Product Quality & Reliability (CS) are weakly and positively correlated ($r = 0.311^{**}$), however, the relationship is moderate with Insufficient Knowledge interruption ($r = 0.617^{*}$), and strong with the interruption of Resources: ($r = 0.889^{*}$).

Overall, Service Improvement (SCS) and Delivery Reliability (CS) are un-correlated ($r = 0.037$), and become negatively and moderately correlated with the interruption of Low Budget & Expenditure ($r = -0.591^{*}$).

Overall, Service Improvement (SCS) and Product Flexibility (CS) are positively and weakly correlated ($r = .299^{**}$), however, the relationship becomes moderate (r = 0.575*) with Insufficient Knowledge and the strongest one with Leadership interruption ($r = 1.000^{**}$).

Overall, Capital Reduction (SCS) and Low Cost (CS) are not correlated ($r = -0.077$), however the relationship becomes strongly negative with Leadership interruption ($r = -0.968^{**}$).

Overall, Capital Reduction (SCS) and Delivery Speed (CS) are moderately and positively correlated ($r = 0.447^{**}$). The relationship is almost same with the interruption of Low Budget & Expenditure ($r = 0.529^{*}$), however becomes very strong with the interruption of Resources: ($r = 0.973^{**}$).

Overall, Capital Reduction (SCS) with Demand Flexibility (CS) are weakly correlated ($r = 0.397^{**}$) but relationship becomes slightly stronger in case of "Low Budget & Expenditure" interruption ($r = 0.708^{**}$) and the strongest in case of "Leadership" interruption ($r = 0.913^{*}$). Overall, Capital Reduction (SCS) and Product Quality & Reliability (CS) are moderately and negatively correlated ($r = -0.454^{**}$). This relationship remains almost the same with the interruption of Traditional Practices and becomes moderate with the interruption of Insufficient Knowledge ($r = -0.554^{*}$) and Low Budget & Expenditure ($r = -0.632^{**}$) and the strongest with the interruption of Resources ($r = -0.973^{**}$).

Overall, Capital Reduction (SCS) with Delivery Reliability (CS) are found uncorrelated ($r = 0.018$) and have got the same relationship with the interruption of all the hurdles.

Overall, Capital Reduction (SCS) with Product Flexibility (CS) are found uncorrelated ($r = -0.068$), and have negatively moderate relation with the interruption of Insufficient Knowledge.

Table 1

Overall Correlations (Spearman's Roh) between Supply Chain Strategy Dimensions and Competitive Strategy Dimensions

Spearman's Rho (Correlation Coefficients)		Supply Chain Strategies		
		Cost Reduction	Service Improvement	Capital Reduction
Competitive Strategies	Low Cost	.415**	-.368**	-.077
	Delivery Speed	-.106	-.410**	.447**
	Demand Flexibility	-.513**	.079	.397**
	Product Quality & Reliability	.212	.311**	-.454**
	Delivery Reliability	-.047	.037	.018
	Product Flexibility	-.208	.299**	-.068

Table 2

Correlations (Spearman's Roh) between Supply Chain Strategy and Competitive Strategy Dimensions across the Hurdles

Hurdles to SCM		Cost Reduction	Service Improvement	Capital Reduction
Traditional Practices	Low Cost	.521**	-.540**	.044
	Product Quality & Reliability	.031	.231	-.390*
	Product Flexibility	.434*	.370	-.028
Insufficient Knowledge	Low Cost	.442	-.685**	.487
	Product Quality & Reliability	-.154	.617*	-.554*
	Product Flexibility	-.114	.575*	-.538*
Low budget and Expenditure	Delivery Speed	-.242	-.662**	.529*
	Demand Flexibility	-.885**	-.039	.708**
	Product Quality & Reliability	.853**	.069	-.632**
	Delivery Reliability	.012	-.591*	.364
Time Constraints	Low Cost	.819*	-.257	-.608
Resources	Delivery Speed	-.592	-.889*	.973**
	Product Quality & Reliability	.592	.889*	-.973**
Leadership	Low Cost	.884*	.395	-.968**
	Demand Flexibility	-.750	-.559	.913*
	Product Flexibility	.000	1.000**	-.408

H2: The Performance of Pakistani wireless service industry varies from one CS dimension to another.

Organizational performance is measured in three different ways, Perceived Business Performance (PBP), Perceived Supply Chain Performance (PSCP), and Perceived Overall Performance (POP). PBP is measured through five items, given in questionnaire, PSCP is measured through one item and POP is measured collectively by PBP and POP. Regression analysis with backward elimination method is used to explore the behavior of all the three types of performances across all the six competitive strategies.

PBP is affected by "Product Quality & Reliability (CS)" with $\beta = -.148^{**}$ (No Moderation). PSCP is affected by "Demand Flexibility (CS)" with $\beta = -.139^{*}$ (No Moderation). POP is affected by both "Product Quality & Reliability (CS)" with $\beta = -.082^{*}$ (Moderation: $\beta = 0.508^{*}$; POP is best when "Leadership" is ranked highest and worst when "Insufficient Knowledge" is ranked highest) and "Demand Flexibility (CS)" with $\beta = -.108^{*}$ (Moderation: $\beta = -0.027^{*}$; POP is best when "Resources" is ranked highest and worst when "Leadership" is ranked highest).

H3: The Performance of Pakistani wireless service industry varies from one SCS dimension to another.

PBP is independent of all the SCS dimensions. PSCP is affected by "Service Improvement (SCS)" with $\beta = -.433^{**}$ and "Capital Reduction (SCS)" with $\beta = -.403^{**}$(No Moderation). POP is affected by "Service Improvement (SCS)" with $\beta = -.302^{**}$ and "Capital Reduction (SCS)" with $\beta = -.200^{*}$ (No Moderation).

H4: The Performance of Pakistani wireless service varies from one combination of CS dimensions and SCS dimensions to the other combination.

As we have six different dimensions of CS and three different dimensions of SCS, so there are eighteen different strategic alignments that can affect the performance. All the eighteen strategic alignments along with main affects are regressed on three different performance measures to test H4 (in fact, 54 different models).

"Low Cost (CS)" aligned with "Service Improvement (SCS)" affects PSCP with $\beta = 0.136$. Interestingly, PSCP is independent of "Low Cost (CS)" and "Service Improvement (SCS)" when regressed alone (Moderation with $\beta = 0.147$; PSCP Highest with Time Constraint and lowest with Leadership). "Delivery Speed (CS)" aligned with "Capital Reduction (SCS)" affects PBP with $\beta = 0.168^{*}$. Amazing, two negative effects, when aligned together, have positive effect on PBP (Moderation with $\beta = 0.135$; PBP Highest with Low Budget & Expenditure and lowest with Leadership). "Demand Flexibility (CS)" aligned with "Capital Reduction (SCS)" affects POP with $\beta = 0.112^{**}$. Amazing again, two negative effects, when aligned together, have positive effect on POP (Moderation with $\beta = 0.135$; POP Highest with Time Constraint and lowest with Leadership)." Product Quality & Reliability (CS)" aligned with "Capital Reduction (SCS)" affects PSCP negatively with $\beta = -0.116^{*}$ (Moderation with $\beta = -0.097$; PSCP Highest with Time Constraint and lowest with Leadership). "Product Flexibility (CS)" aligned with "Cost Reduction (SCS)" effects POP with $\beta = 0.131$ (Moderation with $\beta = 0.127$; POP Highest is with Low Budget & Expenditure and lowest with Leadership). "Product Flexibility (CS)" aligned with "Service Improvement (SCS)" effects PBP with $\beta = .183^{**}$ (Moderation with $\beta = 0.158$; PBP is Highest with Low Budget & Expenditure and lowest with Leadership). "Product Flexibility (CS)" aligned with "Capital Reduction (SCS)" has negative impact on PBP with $\beta = -.252^{**}$ (Moderation with $\beta = -0.251$; PBP is Highest with Low Budget & Expenditure and lowest with Leadership). "Product Flexibility (CS)" aligned with "Capital Reduction (SCS)" has negative impact on POP with $\beta = -.126^{*}$ (Moderation with $\beta = -0.251$; PBP is Highest with Resources and lowest with Leadership). All the other alignments are found insignificant regarding three performance measures.

H5: Hurdles moderate the relation between “18 strategic alignments” and “3 performance measures”.

Over all percentages of respondents who ranked top a particular hurdle are as follows: Traditional Practices (35.1%), Insufficient Knowledge (20.8%), Low Budget & Expenditure (20.8%), Time Constraint (10.4%), Resources (6.5%), and Leadership (6.5%). The most dominant hurdle seems to be "Traditional Practices" with highest percentage. Moderating effect of "Hurdles" is investigated with the four linkages (in fact with 54 models) and found significant in several models.

Leadership interruption with several strategic alignments drops almost all the types of organizational performances. Time Constraint, Low Budget & Expenditure, and Resources interruptions boost the organizational performances.

Conclusion

The strategic fit between SCS dimensions and CS dimensions in Pakistani wireless internet industry is explored. The effect of CS dimensions, SCS dimensions and their alignments on Organizational performance (PBP, PSCP, and POP) of Wireless Internet service providers in Pakistan is investigated.

Out of eighteen different SCS and CS alignments, dimensions in six alignments ("Low Cost & Cost Reduction", "Delivery Speed & Capital Reduction", "Demand Flexibility & Capital Reduction", "Product Quality and Reliability & Cost Reduction", "Product Quality and Reliability & Service Improvement", "Product Flexibility & Service Improvement") have the tendency to move in the same direction. Both the aligned dimensions are almost equally considered most or least important. Dimensions in four alignments ("Low Cost & Service Improvement", "Delivery Speed & Service Improvement", "Demand Flexibility & Cost Reduction", "Product Quality and Reliability & Capital Reduction") have the tendency to move in the different directions. If one is dimension is considered most important the other aligned dimension is considered least important. Dimensions in the remaining eight alignments ("Low Cost & Capital Reduction", "Delivery Speed & Cost Reduction", "Demand Flexibility & Service Improvement", "Delivery Reliability & Cost Reduction", "Delivery Reliability & Service Improvement", "Delivery Reliability & Capital Reduction", "Product Flexibility & Cost Reduction", "Product Flexibility & Capital Reduction") have no relation at all.

Two competitive strategies, "Product Quality & Reliability" and "Demand Flexibility" improve the organizational performance with interruption of "Leadership" and "Resources", while the effect is negative in case of "Insufficient Knowledge".

It is also found that choice of combination between CS and SCS affects PBP, PSCP, and POP.

PBP is negatively affected by "Product Quality & Reliability (CS)" and independent of hurdles interruption. PSCP is negatively affected by "Demand Flexibility (CS)" without the moderation effect of hurdles. POP is negatively affected by both "Product Quality & Reliability (CS)", however interruption of Leadership reverses this relation to moderately positive. POP is negatively affected by "Demand Flexibility (CS)" and has slightly weaker relation if Resources are ranked high.

PBP is independent of all the SCS dimensions. PSCP is negatively affected by "Service Improvement and "Capital Reduction (SCS)". POP is also negatively affected by "Service Improvement (SCS)" and "Capital Reduction (SCS)". Interestingly, no relation is moderated by hurdles.

"Low Cost (CS)" aligned with "Service Improvement (SCS)" positively affects PSCP, while Time Constraint and Leadership interruption moderates this relation. "Delivery Speed (CS)" aligned with "Capital Reduction (SCS)" positively affects. PBP is highest with Low Budget & Expenditure and lowest with Leadership. "Demand Flexibility (CS)" aligned with "Capital Reduction (SCS)" positively affects POP. POP is highest with Time Constraint and lowest with Leadership. "Product Quality & Reliability (CS)" aligned with "Capital Reduction (SCS)" affects PSCP negatively and is moderated highest with Time Constraint and lowest with Leadership. "Product Flexibility (CS)" aligned with "Cost Reduction (SCS)" positively effects POP and moderated highest is with Low Budget & Expenditure and lowest with Leadership. "Product Flexibility (CS)" aligned with "Service Improvement (SCS)" effects PBP positively and relation is moderated highest with Low Budget & Expenditure and lowest with Leadership. "Product Flexibility (CS)" aligned with "Capital Reduction (SCS)" has negative impact on PBP and PBP is highest with Low Budget & Expenditure and lowest with Leadership. "Product Flexibility (CS)" aligned with "Capital Reduction (SCS)" has negative impact on POP. POP is Highest with Resources and lowest with Leadership. All the other alignments are found insignificant regarding three performance measures.

Finally, findings reveal that “Leadership” interruption is the worst one to drop PBP, PSCP, and POP. "Time Constraint", "Low Budget and Expenditure", and "Resources" are the hurdles which boost the PBP, PSCP, and POP.

The current study suggests a variety of future researches. There is a need to refine a frame work for the service sector with respect to supply chain. It is suggested that future studies must consider contingency effects such as nature of the industry, scale of the industry. This study is limited to downstream operations of the service sector; hence it is proposed that future research should be conducted in production, construction and retail industries. Also, this study is specific to Pakistani context and need to be explored all over the world.

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