

From the Desk of the Editor

Higher Education shows similar behavior in commercial business. However, opponents of Higher Education marketing believe that the commercialization of Higher Education morally contradicts the values of education. Although there are many institutions across the globe that refrain from considering themselves as marketers, yet most of them acknowledge opportunities that can be exploited by considering education as service business and so they take a proactive approach to understanding and shaping the meaning of the university as a business. Education is essentially a service focused business. And in today's time when India has opened gate for FDI in higher education, the big question for the public and private universities in India is "do they have clear strategy for sustainable competitive advantage?"

Michael porter in his famous article "What is Strategy" said, "strategy is making trade-offs in competing. The essence of strategy is *choosing what not to do*. Without trade-offs there would be no need for choice and thus no need for strategy." Similarly, service excellence in education can be defined as what a university/institution chooses not to do well. If this sounds odd, it should. An education business performs so many activities in key processes like admission, teaching, examination, customer connect, organizing seminar workshops, placement, doing research and consultancy,

organizing FDPs and MDPS, organizing events, managing hostel life etc. Here is the trade-off choosing *what not to do well* is a strategic choice. Rarely do anybody is advised that the path to excellence is through inferior performance. But many service businesses generally can't afford failing to deliver some aspects of their services. So rather choosing what not to do they choose what not to do well. Research has shown that most successful service businesses choose to perform certain activities poorly. This choice of performing certain activities poorly is by design not by default. Research has also shown they perform badly at some things in order to excel at others. This is what Michael Porter called a *trade-off*. So think and think hard *what you do not want to do well in order to decide at what you want to excel*.

This issue of journal deals with a wide range of management research. It includes articles from the discipline of marketing, finance, operation management, IT, and agribusiness. The work of authors provides valuable insights in respective areas. I hope that managers, students, researchers and those who keep close to the literature will enjoy this edition's contributions to their knowledge.

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