



UUM
Universiti Utara Malaysia



**AI AND THE FUTURE OF LEADERSHIP DEVELOPMENT:
NAVIGATING TRANSFORMATIVE MANAGEMENT STRATEGIES**

**INTERNATIONAL
CASE STUDY
CONGRESSES
(ICSC 2024)
e-PROCEEDING**

(e-ISSN: 2756-8482)

**RAIA HOTEL & CONVENTION CENTRE
ALOR SETAR, KEDAH
19-21 AUGUST 2024**

e ISSN 2756-8482



ORGANISED BY:



Pusat Kajian Kes Pengurusan
dan Kepimpinan
MANAGEMENT & LEADERSHIP CASE STUDY CENTRE
Universiti Utara Malaysia

OUR SPONSORS:



9 772756 848007

**Proceedings of the International Case Study Congress (ICSC)
2024**

**Raia Hotel & Convention Centre Alor Setar, Kedah, Malaysia
19 – 21 August 2024**

Editorial:

Nur Amirah Zakaria

Aida Muslieana Mustafa

Cover Designed by:

Aida Muslieana Mustafa

e-ISSN: 2756-8482

Published by:

Universiti Utara Malaysia 06010 UUM Sintok, Kedah MALAYSIA

Copyright © 2024 Pusat Kajian Kes Pengurusan dan Kepimpinan (PKKPK)

All rights reserved. No part of this publication may be reproduced in any form or by any means without prior permission from the copyright holders.

TEACHING CASE

	Title	Page
1.	Medilabz Signature Marketing Strategies in Hybrid Business Model <i>Sanggetha Gopalan, Narentheren Kaliappen</i>	1
2.	Journey to Success: The Entrepreneurial Odyssey of Jeeha's Tailoring Venture <i>Norashidah Hashim, Lily Julienti Abu Bakar, Shuhymee Ahmad, Azahari Ramli, Sahadah Abdullah, Maryam Sakinah Md Faudzi</i>	9
3.	Ready or Not: Driving Change at Tanjung Rhu Construction <i>Nazahah Rahim, Faizahani Ab Rahman, Marini Kassim, Rosnia Masruki</i>	16
4.	Space Crunch and Food Loss: A Bakery Dilemma <i>Siti Nurulhuda Nordin, Norasikin Hj Salikin, Intan Fatimah Anwar, Ummi Salwa Ahmad Bustamam, Syadiyah Abdul Syukor, Nur Aliya Amalin Ramli</i>	20
5.	Self-Distribution of Business Zakat for CSR Initiatives: The Case of Bank Rakyat <i>Muhammad Syahir Abd. Wahab, Hasnah Shaari, Fathiyyah Abu Bakar, Norfaiezah Sawandi</i>	25
6.	Hendak Seribu Daya, Mahu Seribu Cara <i>Azrihisyam Jambut</i>	41
7.	Marketing Mix Analysis and International Expansion: A Case Study of Gano Excel Amidst Global Challenges <i>Shir May Ooi, Afifah Alwani Ramlee</i>	63
8.	Kulat Oh Kulat <i>Mohd Nusi Abdul Rahman, Rohalinda Ahad, Rahmathbee Zarinatun Mohd Abdul Kader</i>	73
9.	Cegah Sebelum Parah: Kajian Kes Koperasi Bulat Air Bhd <i>Salwana Ali, Mohd Hamzah Kasim</i>	80
10.	Sudah Terhantuk Baru Terkadang: Koperasi Radio Berhad <i>Hajar Azwin Mohamad Ashi, Siti Hafizah Ramli, Norfaezah Mahmood</i>	83

RESEARCH CASE

	Title	Page
1.	Is It Revive or Survive: The Case of Langkawi's Muslim-Friendly Budget Hotel (MFBH) <i>Mohd Shafiq Abdullah, Noor Amalina Mat Yusof, Rozila Ahmad, Asmahany Ramely</i>	89
2.	A Study of Digital Marketing Through Consumers: The Impact of Digital Marketing Tools on Consumer Behavior (USAS Students) <i>Azlydia Johar, Sarah Nur Ahmad</i>	102
3.	Building and Repairing Homes for the Poor: Prudent or Burden? <i>Zalinah Ahmad, Noor Liyana Hassan, Haslinda Hamzah, Nur Hikmah Subri, Badrun Hisham Zulkarnain, Nur Natasya Hasni Mohd Rosle</i>	117
4.	The Relationship Between Actual Revenue and Gross Regional Domestic Product, in Indonesia 2010 - 2023: Provinces Level Analysis <i>Ice Anggraini Larasati, Osaid N A Abdaljawwad</i>	128
5.	Strategic Analysis Case Study: M K Land Holdings Berhad <i>Mohamed Farith Mohamed Jamal, Muhammad Hanif Idris, Fatimah Zahra, Shafa Dewi Nugroho, Amir Mursyid Roslan, Ong Koon Loong, Mehdi Cherif Seridji, Ismail Nizam</i>	139
6.	The Failure of China State Grid in Acquiring Eandis in Flanders: A Marriage Takes More Than Two <i>Haiyan Zhang</i>	166
7.	University as a Zest for Human Capital Development <i>Marfunizah Ma'dan, Vally Senasi</i>	174
8.	Observation of Youth Awareness on Data Analytic-Related Skills and Knowledge <i>Ahmad Hafiz Mohd Hashim, Noraida Abdullah, Abdul'aziz Misland, Nazarul Abidin Ismail, Adli Bahari, N.Azis</i>	183

9. **Beyond Hospitality: The Inclusive Community Model of Kampung Stay at Kem Modal Insan** 191
Norasikin Salikin, Siti Nurulhuda Nordin, Intan Fatimah Anwar, Syadiyah Abdul Shukor, Ummi Salwa Ahmad Bustamam, Nuraliya Amalin Ramli
10. **A Cut Above: How C-Cut Hair Salon Transformed the Local Barbershop Scene** 196
Siti Nurulhuda Nordin, Norasikin Hj Salikin, Intan Fatimah Anwar, Ummi Salwa Ahmad Bustamam, Syadiyah Abdul Syukor, Nur Aliya Amalin Ramli
11. **Bouquets & Brews: A Look Inside Hannah Petal's Blossoming Café Culture** 203
Intan Fatimah Anwar, Siti Nurulhuda Nordin, Norasikin Hj Salikin, Ummi Salwa Ahmad Bustamam, Syadiyah Abdul Shukor, Nur Aliya Amalin Ramli
12. **Resilience and Balance: A Journey Through Woman Entrepreneurship and Family Values** 207
Nur Harena Redzuan, Siti Saffa' Shahrudin
13. **Putting Oils to Avoid Friction: An Islamic Microfinance Aid for Cafepreneurs** 213
Mohd Faizuddin Muhammad Zuki, Razinda Tasnim Abdul Rahim, Nur Harena Redzuan, Salina Kassim, Romzie Rosman, Siti Saffa' Shahrudin
14. **Sambal Kak Cah: The Story of a Woman with an Iron Heart** 223
Salina Kassim, Ieman Huda Adnan, Siti Nursyawani Misman
15. **Playing Rock, Paper, Scissors: Haris's Barbershop Journey** 231
Siti Saffa' Shahrudin, Nur Harena Redzuan

Playing Rock, Paper, Scissors: Haris's Barbershop Journey

Siti Saffa' Shaharuddin^{*a}, Nur Harena Redzuan^b

^aIUM Institute of Islamic Banking and Finance, International Islamic University Malaysia

^bIUM Institute of Islamic Banking and Finance, International Islamic University Malaysia

Abstract

This case study examines Encik Haris Setiawan, also known as Haris, and his accomplishment in opening a successful barbershop despite significant hurdles. It focuses on Haris' strategic decision-making, such as locating trained employees, overcoming fierce market rivalry, and managing the financial consequences of the crisis. Haris' choices, similar to the game "Rock, Paper, Scissors," were carefully considered reactions to problems faced by a barbershop owner, particularly during the epidemic. The study also looks into the critical significance of Islamic microfinance in Haris' desire for business growth. Haris used Islamic microfinance to expand his business while simultaneously contributing to community development through zakat and sadaqah. This highlights how Islamic microfinance institutions play an important role in empowering small company owners, allowing people like Haris to overcome financial constraints and positively benefit society. The findings indicate that Islamic microfinance can considerably help small business owners by improving economic and social sustainability.

Keywords: barbershop, pandemic, Islamic microfinance, case study.

Introduction

In mid-August, with the rain pouring down relentlessly, I resolved to cut my overgrown hair and trim my bread by Sunday in order to restore a more polished image. The pressures and stresses of my job had overtaken me, leaving little time for self-care. Finally, I decided to carve out some time from my demanding schedule to get a haircut and beard trim.

"Perhaps I'll look like a gentleman once again," I mused, "before I turn into a beast... haha, who am I kidding?"

As I walked into Haris' barbershop, the rain continued to fall, and I shook the water from my umbrella. The room was alive with the soothing hum of hair clippers and the talk of pleased clients. It was a usual busy afternoon at Haris' barbershop in Shah Alam.

I observed the barber, Haris, as he was affectionately known, working with a customer. He looked up and gave me a nod, his hands neatly manipulating the clippers. As I waited for my turn, I couldn't help but notice his satisfied smile.

Between customers, Haris paused to think on his journey. "You know," he said, masterfully working on a client's haircut, "I started with only RM10 in my pocket. It wasn't about the modest sum; it was the flame that kindled my enthusiasm for business."

Haris, formally named Encik Haris, was born in Sabah in 1979 and migrated to Kedah with his family as a child. "My father was a teacher and constantly emphasised the value of education. That lesson stayed with me, and I learnt to assess, understand, and modify as I went," he added, his tone contemplative.

*Corresponding author. Tel.: +0-000-00000000; Fax: +0-000-00000000
E-mail: author@institute.com

"It feels like I'm playing rock, paper, scissors with life. It often throws you a curveball, but all you have to do is power through the highs and lows and prepare for the next battle."

Haris left school and moved to Kuala Lumpur, a metropolis that looked both limitless and harsh. "I never thought my diploma in Media and Graphic Design would lead me to running a barbershop," he said with a wry smirk. "But while my education was in the arts, my entrepreneurial spirit had other plans."

He added, "It's ironic. My education in design taught me the value of precision and creativity, but it was my desire to create something from the ground up that would have a significant impact that led me down this route. It wasn't just the skills I learnt; my journey required commitment and resilience."

Haris' tone became more heated as his story progressed towards his barbershop endeavour. "Opening a barbershop appeared to be a dream come true, but it was far from simple. Finding skilled personnel was a constant issue, and the competition was intense. Then the epidemic struck, and every decision, like 'Rock, Paper, Scissors', had to be strategic, every move premeditated. The stakes were high. Failure at this point wasn't an option, yet you cannot be afraid of it!"

His eyes reflected the difficulties he encountered as he continued, "The epidemic was an intense challenge. I have to constantly adapt and develop to keep the firm going. But I never lost sight of the flame that ignited it all."

Haris leaned back with a tired but proud smile on his lips. "From that first RM10 that launched my business adventure to running a profitable barbershop, it's been a roller coaster of struggles and victories. It all began with a simple idea and an unwavering drive to overcome any obstacles in my path."

Beyond RM10

"I still remember, the RM10".

The turning moment came in his teenage years, when his father gave him RM10, a little sum that appeared trivial at the time but, to Haris, represented possibilities. "With just RM10, what could I possibly achieve?" he wondered, struggling with the enormity of his dream. Driven by a persistent energy and a desire for self-sufficiency, he started an unexpected venture: a small cloth-washing business among his pals. The venture was little, but it signalled the start of his entrepreneurial adventure.

"It was modest, but it was mine," he remarked, his pride evident.

The early days presented several challenges. The small operation was hardly flashy, but it put Haris' determination to the test. He managed to hire his friends and pay them RM5 each for their work.

"Paying them RM5 wasn't just a transaction," he recalls. "it was the beginning of something much larger."

The camaraderie and common purpose among his pals generated a sense of unity and teamwork, and their small venture became a symbol of their joint aspiration. Haris' eyes gleamed with memories of their youthful exuberance and hard work ethic. "We were just kids, but we had big dreams," he recalled, the weight of those dreams apparent in his voice.

Despite the simplicity of his initial venture, Haris' entrepreneurial passion grew even stronger. This modest firm taught me invaluable lessons about money, hard work, and will to succeed. These early experiences paved the way for his future endeavours, including the barbershop that is presently thriving in Shah Alam.

The journey from that first RM10 to owning a thriving barbershop was anything but straightforward. As he stood behind the clippers, shaping his clients' hair, he reflected on the challenges and accomplishments that had led him here. His initial love of barbering, which he discovered in his early years, had grown from a hobby to a full-fledged obsession.

"It was more than just a skill," he remarked, smiling confidently. "It was a calling."

Haris' journey was not without conflict. He had to deal with intense competition, financial pressures, and the terrible challenges brought by the pandemic. Despite every setback, he stayed resilient. His journey from washing clothes to establishing a profitable barbershop was distinguished by determination and a never-ending desire to make his ambitions come true. "From RM10 to a thriving business," he added, sitting back, satisfied and exhausted. Every challenge changed me, and every win required hard work. It all began with a simple idea and a strong determination to succeed."

The Barber's Journey

Barbers are defined as those who professionally cut men's hair and shave or trim beards (Cambridge Dictionary, 2020). Male grooming services have existed for at least 2000 years, demonstrating the ongoing significance of personal grooming in human civilisation. Barbershops cut men's hair, while hairdressing salons style both men and women (Le, 2018). The term "barber" comes from the Latin "barba," which means "beard," emphasising the profession's deep historical origins (Shahrulnizam et al., 2020). Historically, the barbershop industry began with a barber under a tree and evolved into permanent enterprises such as Indonesia's famous Madura haircut (Yudiatma & Triastity, 2015).

This long history is remarkable not only for its longevity, but also for its impact on social and cultural scenarios. Barbershops have always been hubs of community and connection.

Haris entered the field of haircutting with only two years of expertise, a pair of scissors, and an unwavering ambition. The rain outside is tapping continuously against the glass. It was an appropriate setting for the swirling of feelings he was experiencing, including thrill, terror, and the weight of a dream about to appear.

"I remember the excitement and fear vividly," Haris wondered, his voice coloured with nostalgia. The business, with its simple decor and the hum of clippers, was a far cry from the great ideal he had in his heart. His ambition of being a successful entrepreneur was now entwined with the hard realities of risk and determination.

Haris' early days were filled with sleepless nights and constant bustle, but a turning point occurred when he met Kak Elly, the president of Peniaga Kecil Malaya. Their encounter was fortunate, providing a ray of optimism amidst his difficulties.

Kak Elly introduced Haris to Islamic microfinance, which has helped countless small business owners. "The initial loan of RM10,000 felt like a lifeline," he recalls with a sigh of relief in his voice. Securing the financing was a significant milestone, but it was only the start of Haris' adventure.

Haris was busy cutting a client's hair inside his barbershop. The sound of clippers, scissors, and quiet discussion helped to create a pleasant mood. "You know," Haris continued, glancing up with a kind smile, "when I first got that loan, I felt like I was standing on the edge of a cliff, looking down into the vast unknown below."

The client chuckled and nodded in understanding. "And then?"

"Then it was about proving myself," Haris said passionately. "Securing the loan was one thing, but managing and growing the business was another challenge entirely." His financial acumen and unwavering commitment to timely repayment paid off, resulting in the loan being renewed and

increased to RM20,000. "It wasn't just about the money," he explained, his voice full of confidence. "It was about showing that I could turn this dream into reality."

The barbershop, with its warm lighting and soft seats, provided a stark contrast to Haris' harsh reality. Each haircut, each customer served demonstrated his perseverance. As he worked, he explained, "My desire was more than just cutting hair; it was about sculpting out a future, one snip at a time. Every hurdle I faced, every obstacle I conquered, elevated this place above the status of a mere corporation. It became an example of what hard effort and persistence can accomplish."

The client, now sporting a new haircut, stared at Haris with admiration. "You've really made something special here," they added with gratitude in their tone.

Haris's eyes softened as he replied, "Thank you. It's been a long road, but moments like these make it all worthwhile".

As the rain continued to pour outside, Haris stood behind his chair, a satisfied smile on his face. The barbershop buzzed with life, a vibrant testament to his journey, a journey that began with a pair of scissors and a dream, and evolved into a thriving business built on the foundations of hope, resilience, and hard-earned success.

Beyond Profit

"A successful entrepreneur is one who can create other successful entrepreneurs."

Haris embraces this idea in every decision he takes. For him, establishing a corporate empire was only the beginning; his genuine objective was to create an environment that nurtured young entrepreneurs. "I want to open 10 barbershops across Malaysia," he would often tell himself, his imagination racing with the prospect of a developing network of enterprises. However, the route was riddled with tensions and dramatic turns.

Haris took a brief break in his dim office at the back of the shop. The sound of clippers and chatter outside contrasted with the composed stress inside. His desk was piled high with documents, and news of a rent increase for his Semeniyh shop concerned him. "How can I keep prices low with these rising costs?" he asked, overwhelmed.

A knock on the door stopped the sound of rain. Amir, one of his most trusted barbers, stepped in with a concerned frown. "Boss, I need to talk to you," Amir began, his voice filled with fear. "I've been given a position at another shop. "They are offering more money." Haris' heart dropped. He had spent a significant amount of time and effort teaching Amir, considering him as a key player in his long-term growth plan. "Amir, you know I value you here," Haris said, attempting to hide his frustration. "What if I could offer you a chance to manage your own shop in the future?"

Their conversation was a turning point. Haris realised that maintaining his skilled personnel required more than simply promises; he needed a solid plan. As Amir left the office, the rain continued in a steady cadence, matching Haris' growing resolve. He understood that in order to realise his aim of developing his firm, he needed to act quickly.

Haris spent late nights working on a comprehensive business plan. His fingers rushed over the keyboard, revealing his ambitious business plans and pledge to raise zakat contributions from RM800-RM900 to RM1,200 each month. "It's not just about business growth," he told himself, "it's about making a real impact."

Haris' mission is now strengthened by the lives of people he has inspired and employed, and his vision of a network of thriving barbershops is gradually becoming a reality. Every snip of the scissors, every

customer served, brought him closer to realizing his aim of leaving a legacy and inspiring those around him.

Overcoming Barriers

The Ernst & Young (EY) 2020 survey of over 670 large companies and SMEs in Malaysia highlights COVID-19's widespread impact on organisations, with considerable concerns in financial, customer-related, supply chain, and technology domains. Financial difficulties, particularly receivables (51%) and payments (21%), were prevalent, while customer-related challenges included decreased demand (47%), and access (23%). Supply chain disruptions had an impact on vendor fulfilment (42%), material shortages (23%), and technology issues included supplier contact (34%), remote working infrastructure (25%), operational downturns (32%), and task delays (30%).

Haris' journey was evidence to resilience, punctuated by a succession of unending hurdles that tested his will at every turn. The scarcity of skilled labour remained a recurrent issue. "How can I keep this business running without a reliable team?" he would frequently wonder, the weight of uncertainty nagging at him like a continuous shadow. Even though it was raining, Haris was involved in a heated debate with Amir, one of his best barbers.

"I can't work here if you're not paying me what I'm worth," Amir said, frustrated and angry. The tension crackled in the air, mimicking the terrible heat outside. Haris clinched his fists, trying to hold back his growing frustration. He understood Amir's skills were critical to the shop's reputation, but the financial hardship was too much. "I can't afford to lose you, but rising rent and utility costs are killing us," Haris said, his voice shaking under the strain of desperation.

The competitive landscape was a heated battleground. New barbershops sprang up around Shah Alam, like "*cendawan tumbuh selepas hujan*," making the rivalry even stiffer, since they all competed for the same customer base. Haris felt the pressure growing as he saw his regular customers drawn away by flashy new establishments offering attractive deals. "How do I compete with that?" he wondered, staring at the shrinking figures in his ledger, his frustration reflected in the red ink on the page.

His worry was exacerbated by the pricing dilemma. Haris was determined to maintain his services cheap to his devoted customers, many of whom had been with him since the beginning. However, rising rent, electricity, and supply prices were reducing his profit margins. One evening, as he was poring over the financial records in his dimly lit office, his wife, Tiara, entered. The rain had returned, its soft patter adding a melancholy tone to their discourse.

"Haris, you can't keep sacrificing our family's well-being for the sake of business," Tiara remarked quietly, placing a reassuring hand on his shoulder. Her comments pierced through the cloud of his fear, yet he felt trapped between two equally undesirable outcomes.

"But if I raise the prices, we might lose customers." "If I don't, we'll drown," he said, feeling trapped.

Throughout these challenges, Haris' persistent devotion to great service served as a guiding light. He assembled his squad, their expressions a mixture of exhaustion and hope. "We need to focus on what sets us apart, our quality, and the trust our customers have in us," he said, boosting their morale in the face of hardship.

Despite the hefty costs, Haris found a way to make his prices reasonable. He improved operational efficiency and secured low-cost sources while maintaining high quality. His efforts gradually paid off. Customers cherished the stability and value they received, and word-of-mouth began to attract new customers. One day, as the sun broke through the clouds and a fresh wind flowed through the barbershop, an old client named Mamat entered.

"I've tried other places," Mamat explained, his voice full with enthusiasm, "but nothing compares to the care and skill here." His remarks soothed Haris' ruffled nerves, reassuring him that his efforts had not been in vain.

Haris' journey was a delicate balance of dispute resolution, rigorous decision-making, and navigating dilemmas. Each issue, whether it was a staff issue, competition pressure, or price conundrum, honed his strategic thinking and fortified his commitment. Throughout it all, Haris' barbershop not only survived but prospered, demonstrating his undying dedication, strategic skill, and resilience.

Conclusion

Despite numerous challenges, Haris' barbershop grew, and his dream of expanding to ten locations seemed closer to reality. His attempts to mentor aspiring entrepreneurs and boost his zakat contributions demonstrated his commitment to community empowerment. "A successful entrepreneur is one who creates other successful entrepreneurs," he reminded himself, feeling a great sense of accomplishment.

Nonetheless, Haris knew his journey was far from complete. The route ahead was fraught with uncertainty and new challenges. "What's the next move in this game?" he enquired, realising that each step required careful consideration and strategic planning.

"It could be a rock, it could be a paper or scissors, I will see what I have to do".

The open-ended nature of his job left room for growth and the possibility of unexpected twists and turns. Haris is committed to his vision, ready to face whatever challenges lay ahead, one strategic move at a time.

References

- Cambridge University Press & Assessment. (2024) Cambridge Dictionary: Meaning of Barber in English. Retrieved from: <https://dictionary.cambridge.org/dictionary/english/barber>
- Ernst & Young (EY) (2020). COVID-19: Impact on Malaysian businesses. Vol.8, Issue 7. Retrieved from: <file:///C:/Users/user/Downloads/ey-take5-covid19-business-impact-survey-1-june-2020-malaysia-final.pdf>
- Le, P. P. (2018). Business plan for a barbershop and hairdressing salon in Lappeenranta.
- Shahrulnizam, M. A. S. B., Amirol, M. F. B., & Zukifli, M. H. B. (2020). The Effect of Barbershop Service Quality on Customer Satisfaction in Klang Valley.
- Yudiatma, F., & Triastity, R. (2015). Pengaruh kualitas pelayanan terhadap kepuasan konsumen Arfa Barbershop di Surakarta. *Jurnal Ekonomi dan Kewirausahaan*, 15(3).



INTERNATIONAL CASE STUDY CONGRESS (ICSC2024)

ORGANISED BY:



OUR SPONSORS:

