

FROM THE AUTHOR OF "THE #1 MISTAKE GOOGLE
ADVERTISERS MAKE: FIX IT AND DOUBLE YOUR SALES"

David
and
Goliath

**DIGITAL MARKETING
STRATEGIES FOR
MARKET LEADERS**

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Introduction

The story of David and Goliath is a widely known bible story. In modern times, we commonly think of the story as an *underdog situation*; a contest where a smaller opponent faces a much larger adversary and we can all see why the story is associated with the underdog situation. David is a young shepherd boy with no military experience. Goliath on the other hand, is a giant and experienced as a fighter. Goliath was armed with a sword, spear and javelin. David merely carried a sling and a few stones. David ran towards Goliath, slung a stone, it hit Goliath in the forehead and he fell. David didn't even have a sword on him and he had to draw the giant's sword to decapitate him. In short, the young and weak contestant overcomes the experienced and strong opponent – *your typical underdog situation*.



God's Story: David and Goliath (Full Version)

809,574 views

4.6K 379 SHARE SAVE ...

Source: [YouTube](#)

More recently, in 2013, Malcolm Gladwell published a widely acclaimed book presenting a different perspective. He argued that David made a calculated move. He did not go to battle with a toy. A sling was a dangerous weapon used in armies during that time and an experienced slinger could kill or seriously injure a target at a distance

at up to 180 meters. Goliath on the other hand, was an infantry soldier who was heavily armoured. This slowed down his movement and he would not be able to duck quickly enough from a slingshot. His weapons and armour are advantageous for a close combat but they were futile against a long-distance attack. In a long-range battle between an infantry and a slinger, a slinger definitely wins. This perspective is the complete opposite of the underdog view of the story. David entered the battle knowing that he would win while Goliath had no idea that a slinger would be sent for the duel.

For any market leader or sizeable company, *it is important that you are not blindsided*. Through this white paper, we will cover 2 important strategies to enable you to avoid being taken down unexpectedly by Davids and continue to establish your dominance in the battlefield of digital marketing.

Stay Agile

In the battle between David and Goliath that took place in the valley of Elah, Goliath was too heavily armoured. He was too big and stiff to dodge a slingshot. Here's what he was clad in:

He had a bronze helmet on his head, and he was armed with a coat of mail, and the weight of the coat was five thousand shekels of bronze. And he had bronze armour on his legs and a bronze javelin between his shoulders. Now the staff of his spear was like a weaver's beam, and his iron spearhead weighed six hundred shekels; and a shield-bearer went before him.

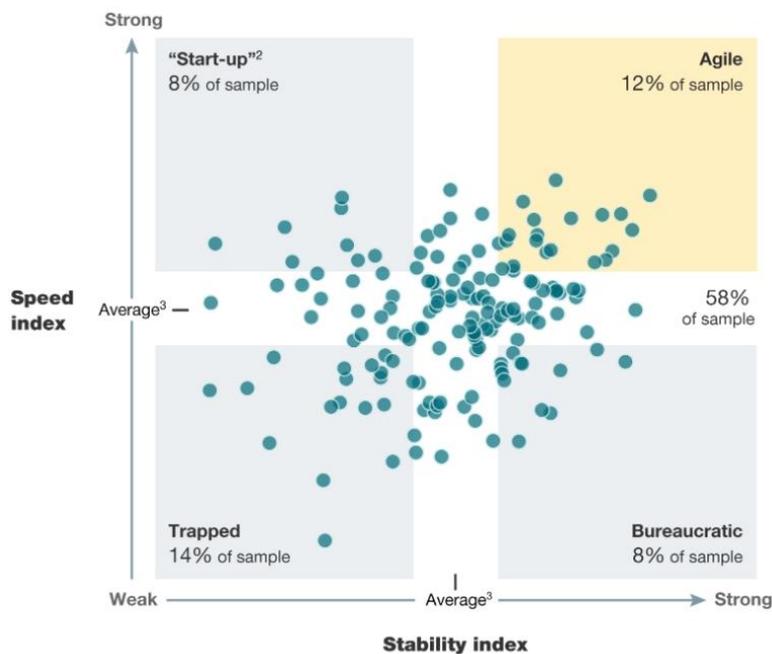
1 Samuel 17:5-7 (New King James Version)

Goliath had an advantage against other infantry soldiers that were similarly clad. Compared to them, he was more likely taller, stronger and better equipped. In the same way, bigger companies may have a similar advantage over other big companies. Bigger companies may

have more economies of scale and more resources to win a battle against other big companies. However, bigger companies should be more concerned about smaller and agile companies being able to outmanoeuvre them.

McKinsey & Company examined the speed and flexibility of organisations and divided the companies in their sample based on their relative stability and speed scores.

Distribution of 161 companies by Organizational Health Index (OHI) scores¹



Source: [McKinsey & Company](#)

Based on the data from the study, McKinsey noticed that 20% of the companies surveyed were fast. 8% were described as "start-ups" in relation to their speed, regardless of the size of the company. The remaining 12% were considered agile as they had a combination of speed and stability. They observed that agile companies had better organisational-health scores than the rest of the companies. Based on the data collected, their analyses suggest that speed and stability are significant catalysts for organisational health and performance.

In a separate report, McKinsey highlighted 5 trademarks of agile organisations based on their experience and research. Across agile organisations, they noticed that the people in these organisations

possess a fundamental shift in their mindsets. One of the key mindset-shifts that they observed is:

From: *“Technology is a supporting capability that delivers specific services, platforms, or tools to the rest of the organization as defined by priorities, resourcing, and budget.”*

To: *“Technology is seamlessly integrated and core to every aspect of the organization as a means to unlock value and enable quick reactions to business and stakeholder needs.”*

To be agile, companies will need to radically change their thinking and consider how technology can enhance their processes. This applies to every aspect of the business, including sales and marketing.

In our agency, we serve companies and run advertisements across multiple markets in Asia Pacific. One common problem that is faced by local and regional headquarters is the lack of access to edit marketing assets such as websites, Google Analytics and YouTube accounts. For example, one of our clients is an art gallery in the prime shopping district in Singapore. The company has its headquarters in Europe and the regional marketing team in Singapore does not have access to edit the Google Analytics account as the headquarters rejected their requests to have access to edit the account on multiple occasions. As a result, important features such as remarketing cannot be enabled. Remarketing allows us to show our ads to people who have visited our client’s website. This feature may be able to enable us to attract more return visitors and to further increase sales for the art gallery. For the headquarters, allowing the regional markets to make such changes would not affect the data that they are collecting in the account. In fact, it could improve the performance of the website and boost the sales figures in Asia at no extra cost.

In my book, [The #1 Mistake Google Advertisers Make: Fix it and Double Your Sales](#), costly mistakes that advertisers make are highlighted. In order to fix these mistakes, your company needs to be open to implementing digital advertising features such as remarketing. Next, you need to work with a competent digital

marketing agency to rectify these common mistakes or invest enough time to understand the technicalities and ensure that these costly mistakes are not being repeated by your own company.

It is important for the decision makers in your company to understand the importance of staying agile and making use of technology. Decision makers need to be quick to allow the use of digital marketing features that would improve the marketing and sales performance of the company. For regional and local marketing teams, it might be helpful for you to explain to the headquarters why the new digital marketing technology is expected to help improve the revenue of the company and how the company can implement its use.

To give you some idea about how fast the digital marketing landscape changes, Google went through a major overhaul of the ad interface in 2018. The ad platform was also rebranded; it used to be called Google AdWords. Now, the ad platform is known as Google Ads. Within the first quarter of 2019, a whole slew of changes was introduced. Here's just 10 of those changes:

- Click share coming for search network
- New CTA extension for video ads
- Pay for conversions display bidding type
- New audience expansion settings for display campaigns
- Optimization score improvements
- Smart bidding for TrueView
- Mobile page speed updates to landing pages tab
- Pre-defined reporting updates
- Three new responsive display ad updates
- Expanded call-only ad text

That is more than 10 major changes in less than 3 months. The digital marketing landscape evolves rapidly and it is imperative for organisations to stay agile to respond quickly to deliver more value and enhance firm performance.

We have another client who is a prime example of how a sizable company can stay agile in their online marketing efforts. They are a dominant player in the fitness industry and they have expanded to a neighbouring country. In both markets, they have full access to the eCommerce website, Google Analytics and all other digital platforms. By enabling eCommerce conversion tracking on Google Analytics and linking the data to Google Ads, our digital marketing agency has been able to measure the revenue generated from the online advertisements. Armed with this data, we are able to improve on the ads and increase the revenue generated. Even though they are a sizable company, they have remained agile and each market has access to the digital platforms and are able to respond quickly to new online advertising features to increase revenues for the company.

While being a sizable company has its benefits in terms of the availability of resources and the economies of scale and scope, it is important for companies to stay agile especially in digital marketing where it evolves very quickly. Companies should work with trusted digital marketing experts to respond quickly to new technologies and features to remain competitive.

Gain A Fresh Perspective

Before David fought Goliath, the soldiers from their respective countries had a standoff. Each of the armies had assembled and drew their battle line. Goliath would come out from his camp and shout at the countrymen of David every morning and evening for 40 days.

Then he stood and cried out to the armies of Israel, and said to them, "Why have you come out to line up for battle? Am I not a Philistine, and you the servants of Saul? Choose a man for yourselves, and let him come down to me. If he is able to fight with me and kill me, then we will be your servants. But if I prevail against him and kill him,

then you shall be our servants and serve us.” And the Philistine said, “I defy the armies of Israel this day; give me a man, that we may fight together.” When Saul and all Israel heard these words of the Philistine, they were dismayed and greatly afraid.

1 Samuel 17:8-11 (New King James Version)

The soldiers from David’s country were terrified because they heard the intimidating taunts from Goliath twice a day. They were fixated in their perspective of their situation. Unlike the soldiers who were encamped in the Valley of Elah, David came fresh from the fields where he was tending to his father’s sheep. David came from a different environment and he saw things from a different perspective.

Then David spoke to the men who stood by him, saying, “What shall be done for the man who kills this Philistine and takes away the reproach from Israel? For who is this uncircumcised Philistine, that he should defy the armies of the living God?”

1 Samuel 17:26 (New King James Version)

While the other soldiers were afraid, David was enraged by the audacity of Goliath. He was able to see things from a different perspective from everyone else. This enabled him to take on a different approach and eventually win the battle. David’s king thought that David needed to be similar to Goliath to win the battle. He attempted to clad David heavily in armour. However, young David realised that the armour affected his agility and he took off the armour.

In the same way, companies need to be able to see things from a different perspective and make preparations accordingly. As a digital marketing agency, we have a client who is a prime example of a company taking a fresh perspective to the situation and having a huge advantage in business. The competitors of our client were retailers located in the prime shopping district. The rent for the

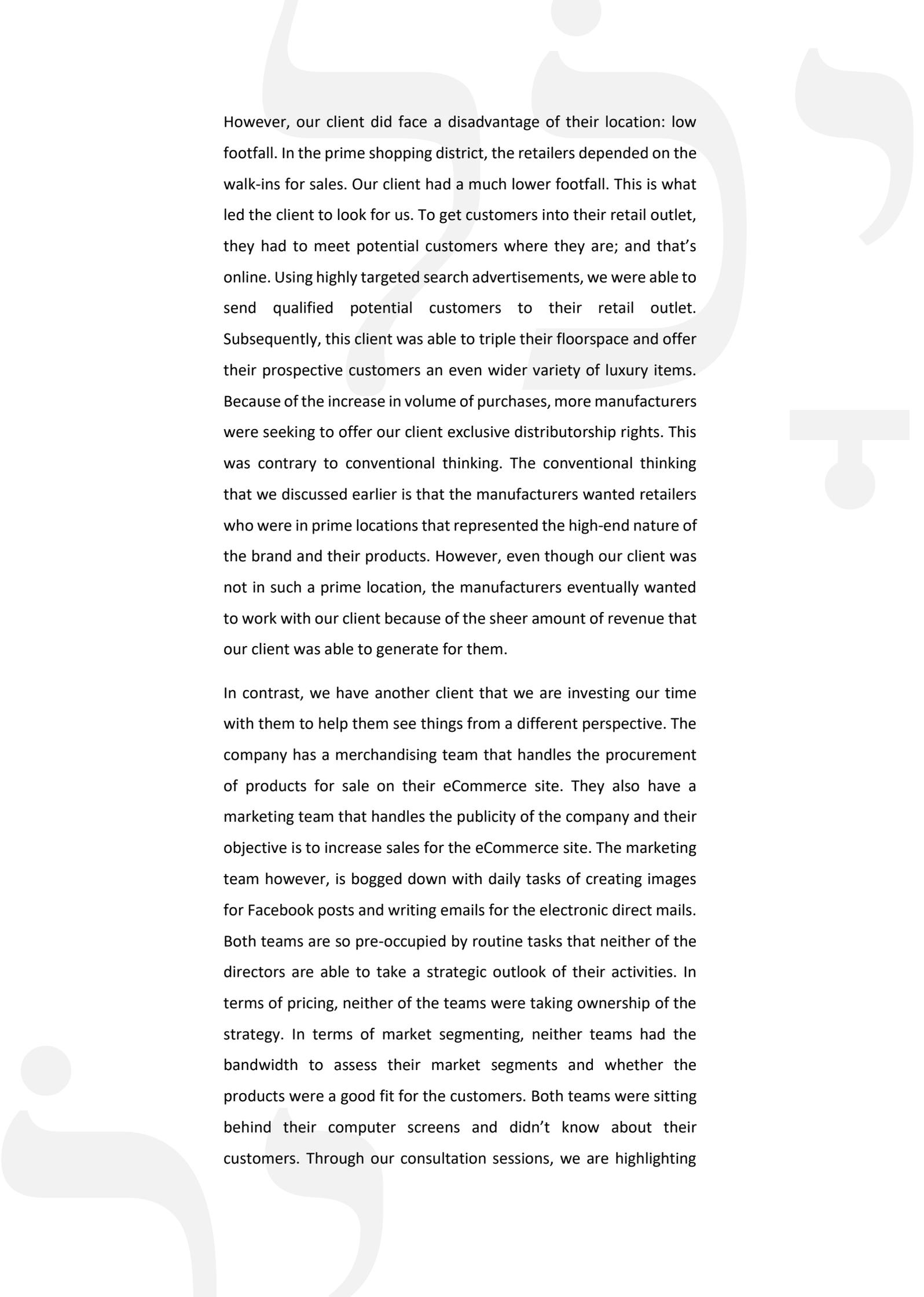
shopfronts were astronomical in the land-scarce city. This raised their overheads and became a deadweight in their monthly cashflows. To them, this was a necessity. They were selling luxury items and high net-worth individuals who would want to shop at high-end luxury boutiques. In addition, the manufacturers were very selective of their distributors. They were more willing to work with retailers that were in prime locations and presented themselves as an exclusive retailer for the wealthy.



ION Orchard, a mall in Singapore's prime shopping district

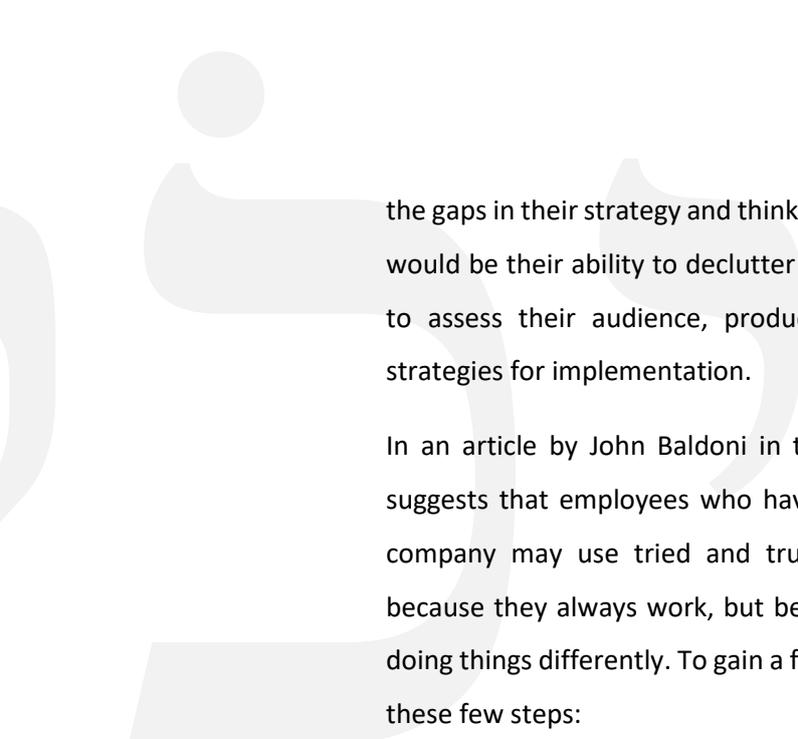
Erwin Soo from Singapore, Singapore [\[CC BY 2.0\]](#)

Our client had a different approach. They saw things differently from every other competitor. They noticed that other retailers had cashflow difficulties from time to time. To circumvent this problem, they chose a location that was in the city fringe. The place was accessible, but it wasn't luxurious. This perspective and this approach gave them a serious advantage over their competitors. They had better cashflow and were able to have a much larger floorspace to showcase more items. Shoppers who wanted to touch and feel a wider variety of items and lower prices would prefer our client.



However, our client did face a disadvantage of their location: low footfall. In the prime shopping district, the retailers depended on the walk-ins for sales. Our client had a much lower footfall. This is what led the client to look for us. To get customers into their retail outlet, they had to meet potential customers where they are; and that's online. Using highly targeted search advertisements, we were able to send qualified potential customers to their retail outlet. Subsequently, this client was able to triple their floorspace and offer their prospective customers an even wider variety of luxury items. Because of the increase in volume of purchases, more manufacturers were seeking to offer our client exclusive distributorship rights. This was contrary to conventional thinking. The conventional thinking that we discussed earlier is that the manufacturers wanted retailers who were in prime locations that represented the high-end nature of the brand and their products. However, even though our client was not in such a prime location, the manufacturers eventually wanted to work with our client because of the sheer amount of revenue that our client was able to generate for them.

In contrast, we have another client that we are investing our time with them to help them see things from a different perspective. The company has a merchandising team that handles the procurement of products for sale on their eCommerce site. They also have a marketing team that handles the publicity of the company and their objective is to increase sales for the eCommerce site. The marketing team however, is bogged down with daily tasks of creating images for Facebook posts and writing emails for the electronic direct mails. Both teams are so pre-occupied by routine tasks that neither of the directors are able to take a strategic outlook of their activities. In terms of pricing, neither of the teams were taking ownership of the strategy. In terms of market segmenting, neither teams had the bandwidth to assess their market segments and whether the products were a good fit for the customers. Both teams were sitting behind their computer screens and didn't know about their customers. Through our consultation sessions, we are highlighting



the gaps in their strategy and thinking. The key to their breakthrough would be their ability to declutter their schedule to take some time to assess their audience, products and pricing and to develop strategies for implementation.

In an article by John Baldoni in the Harvard Business Review, he suggests that employees who have worked for a long time in the company may use tried and true approaches to problems, not because they always work, but because they're not thinking about doing things differently. To gain a fresh perspective, he recommends these few steps:

1. Know the limits of your knowledge

Knowing the limits of your knowledge is the first step in realising the need for new perspectives

2. Make customer visits

When you visit your customers and ask them about what they think about your work, you will be able to gain a new perspective from their eyes

3. Invite outsiders in

Introduce your team to new perspectives from industry experts. This can be taken even further. For example, the healthcare industry studied hotel and food companies for lessons in hospitality and food preparation.

Gaining a fresh perspective can benefit you as a business leader in many ways and it is certainly not limited to helping you in your online sales and marketing. In the battlefield of business, it is crucial that you are able to take a fresh perspective to things and develop strategies accordingly.

Final Thoughts

The digital marketing landscape evolves very quickly. To stay competitive and improve firm performance, market leaders need to be able to stay agile and employ new technology and advertising features. To do that, a critical mindset shift is needed. Instead of perceiving technology as a supporting capability, it needs to be viewed as being seamlessly integrated to the core of every aspect of the organisation to enable quick reactions and delivering greater value. When there is a renewed mindset towards the responsive use of technology and new online advertising features, the marketing teams and vendors will be more empowered to implement new technology and features.

Beyond just staying on the cutting edge, you need to have fresh perspectives to the situations that you are facing day in and day out. It is important for you to be able to declutter your time and set aside time to think strategically and implement solutions that will enable you to continue delivering superior value and enhancing firm performance. A recommended approach to gaining a fresh perspective is to know the limits of your knowledge, make customer visits and invite outsiders in.

Through applying David and Goliath digital marketing strategies, we believe that you will be able to improve your digital marketing performance and increase the revenues for your company in a rapidly evolving digital marketing landscape.

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About the Author



Ye Fuda (叶富达) has a keen interest in strategy. Over 2 decades ago, he started playing his first strategy game, Command & Conquer: Red Alert. Like many of the readers of this whitepaper, Fuda heard the story of David and

Goliath as a child. Currently, Fuda is a highly sought-after lead generation strategist, author and speaker. Fuda is the Managing Director at [Midas SEM](#) which is known for helping businesses attract a flood of leads and customers using the Internet. Some of the brands that he has promoted includes:

- Giant Online: generation of account sign ups
- Miller Heiman Group: generation of leads across Asia
- Blackberry: increasing brand awareness in Asia

He is the author of [Simple Steps to Find More Customers with Google AdWords](#) and [The #1 Mistake Google Advertisers Make](#). Fuda regularly speaks at local events such as the Small Business Success Seminar. He has also guest lectured at Curtin University and Nanyang Technological University, Singapore.