

**Selamat siang**

How can brand and marketing programs be more **relevant** and **competitive**?

How can brand and marketing programs be more **relevant** and **competitive**?

Adopt an **open source mindset**.

# **what brands can learn from open source**

Mary Ellen Muckerman

**moz://a**



Google

1990



Today



— Traditional commercial models —



— Traditional commercial models —

Open source model

**What is open source?**







code should be **open** for anyone to freely use, distribute and modify



**Transparency**

**Collaboration**

**Participation**

**Transparency**

**“view source”**

# Transparency

**“view source”**

auditable and inspectable underlying code

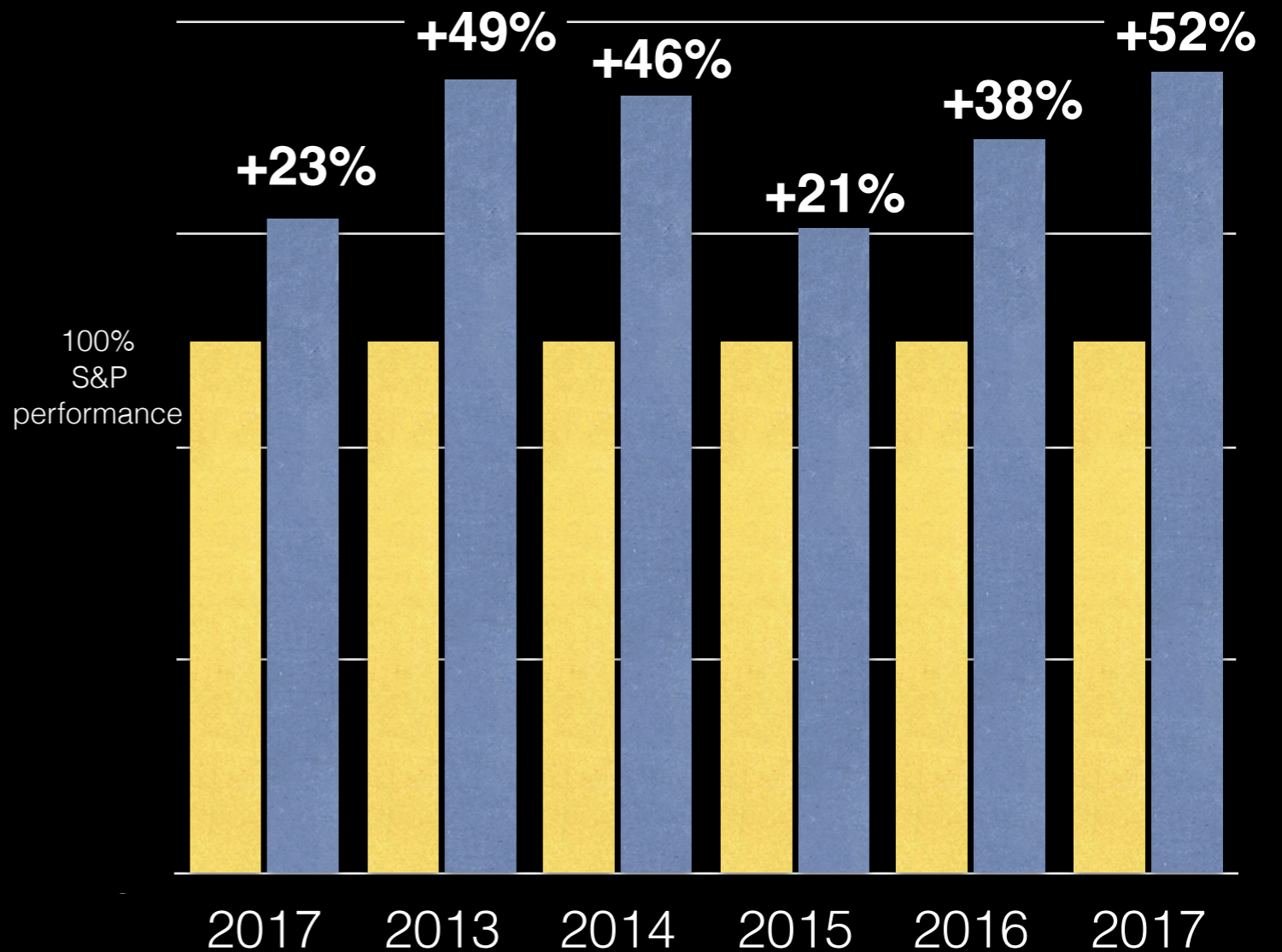
# Transparency

**“view source”**

opportunity and responsibility for authenticity

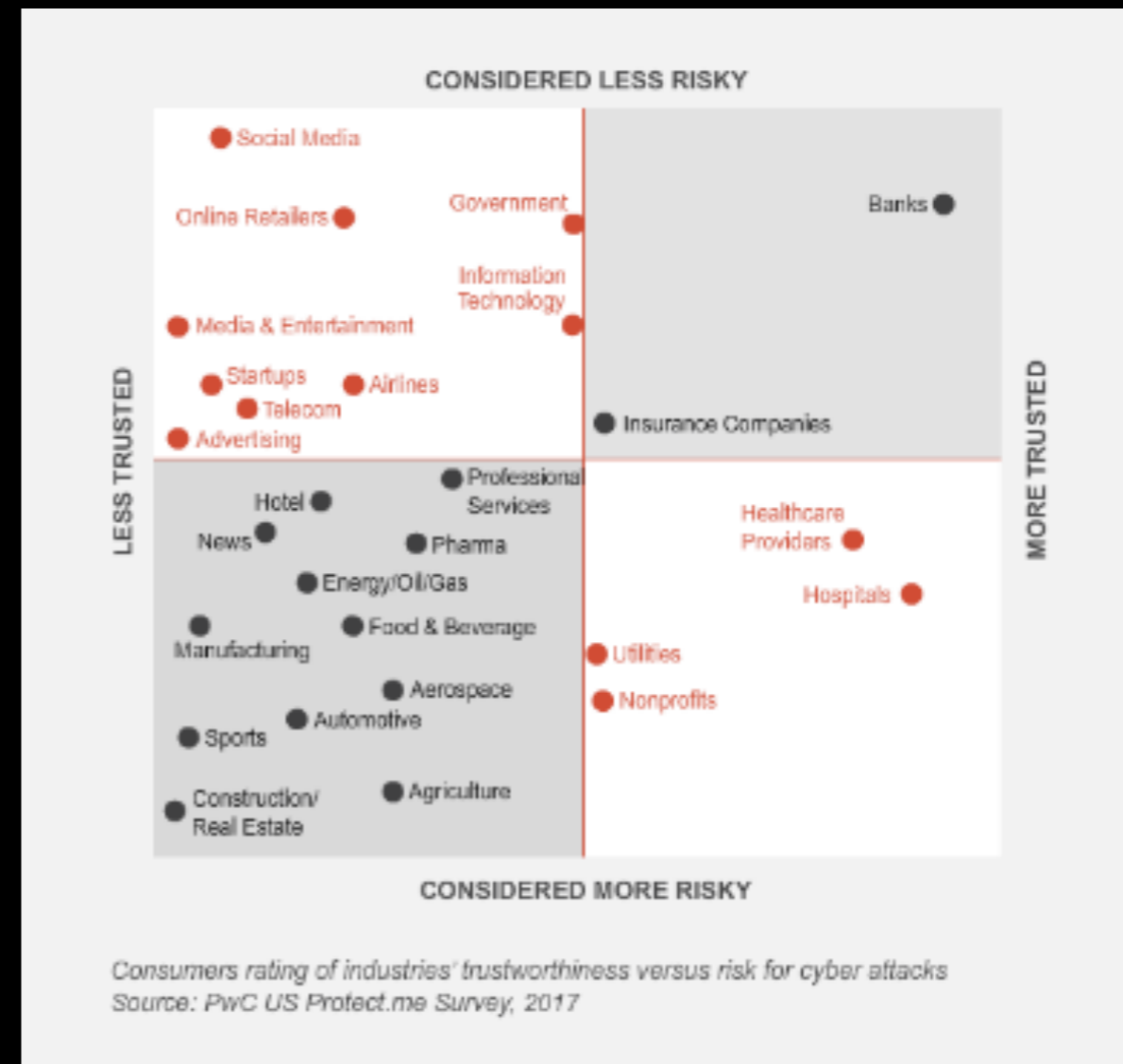
# Why is transparency important today?

The Top 10  
U.S. Most  
Trustworthy S&P  
500 companies  
outperform the  
market by  
25 - 50%



# Why is transparency important today?

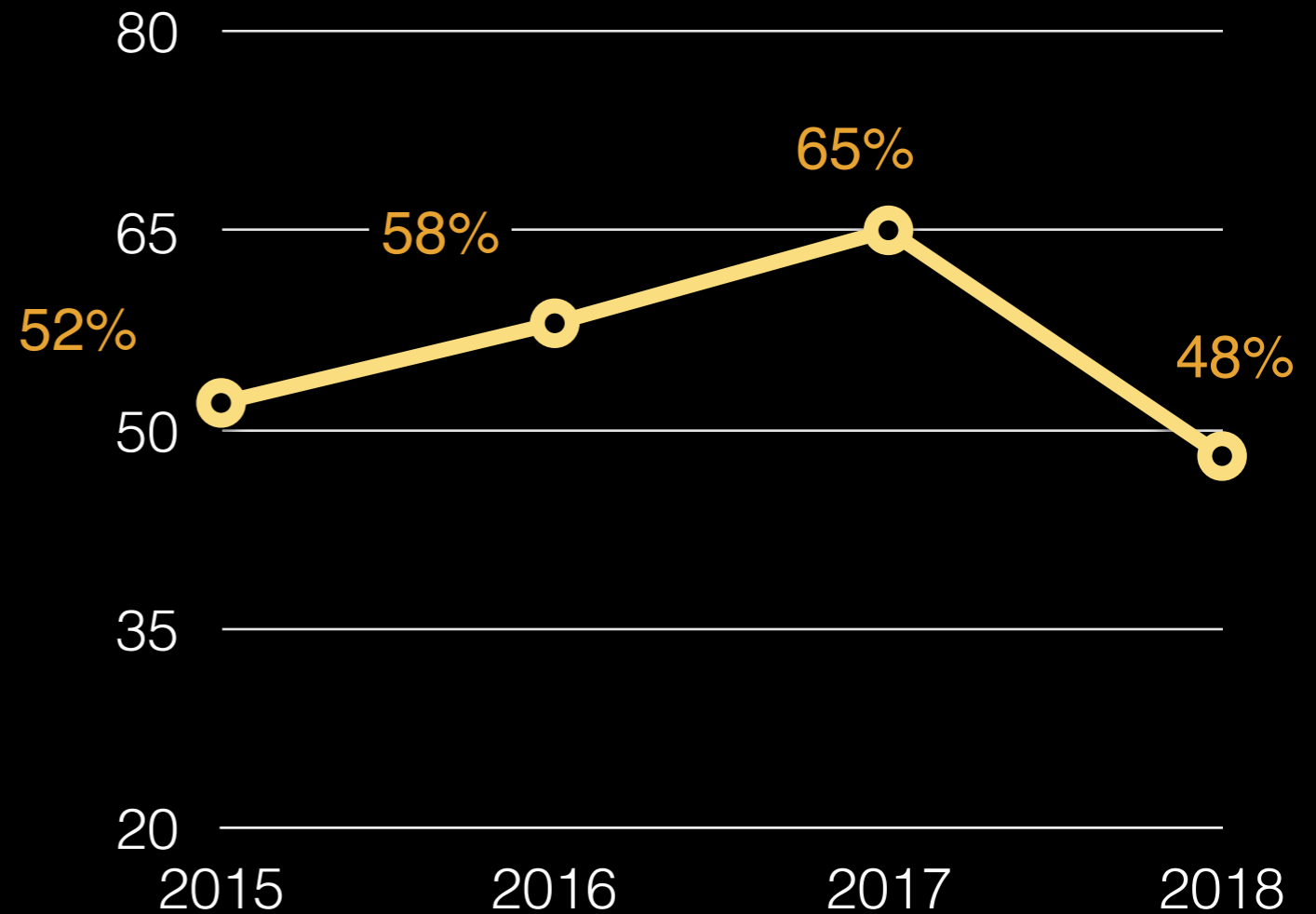
But, 69% of global CEOs said it is becoming much more difficult for businesses to earn and keep trust in a digital world.



# Why is transparency important today?

And Millennials are losing faith in corporate motives

Less than 50% believe businesses behave in an ethical manner — down 17 ppt from 2017



% of Millennials who say business behave in an ethical manner

**Why is transparency important today?**

# 2 Billion Millennials

largest economy on the planet

# Why is transparency important today?

## 2 Billion Millennials

largest economy on the planet

## 58% in Asia

with each Blue Apron home chef, together we can build a better food system.



At the grocery store, it can be hard to tell whether food is high quality and sustainably grown. We are partnering with the foremost sustainability experts to create better standards for growing food and raising animals. This means better outcomes for our environment, guaranteed markets for our farmers and higher quality ingredients for our home chefs.



Sustainable seafood recommended by Seafood Watch®



Not fed antibiotics or hormones\* [Learn more](#)



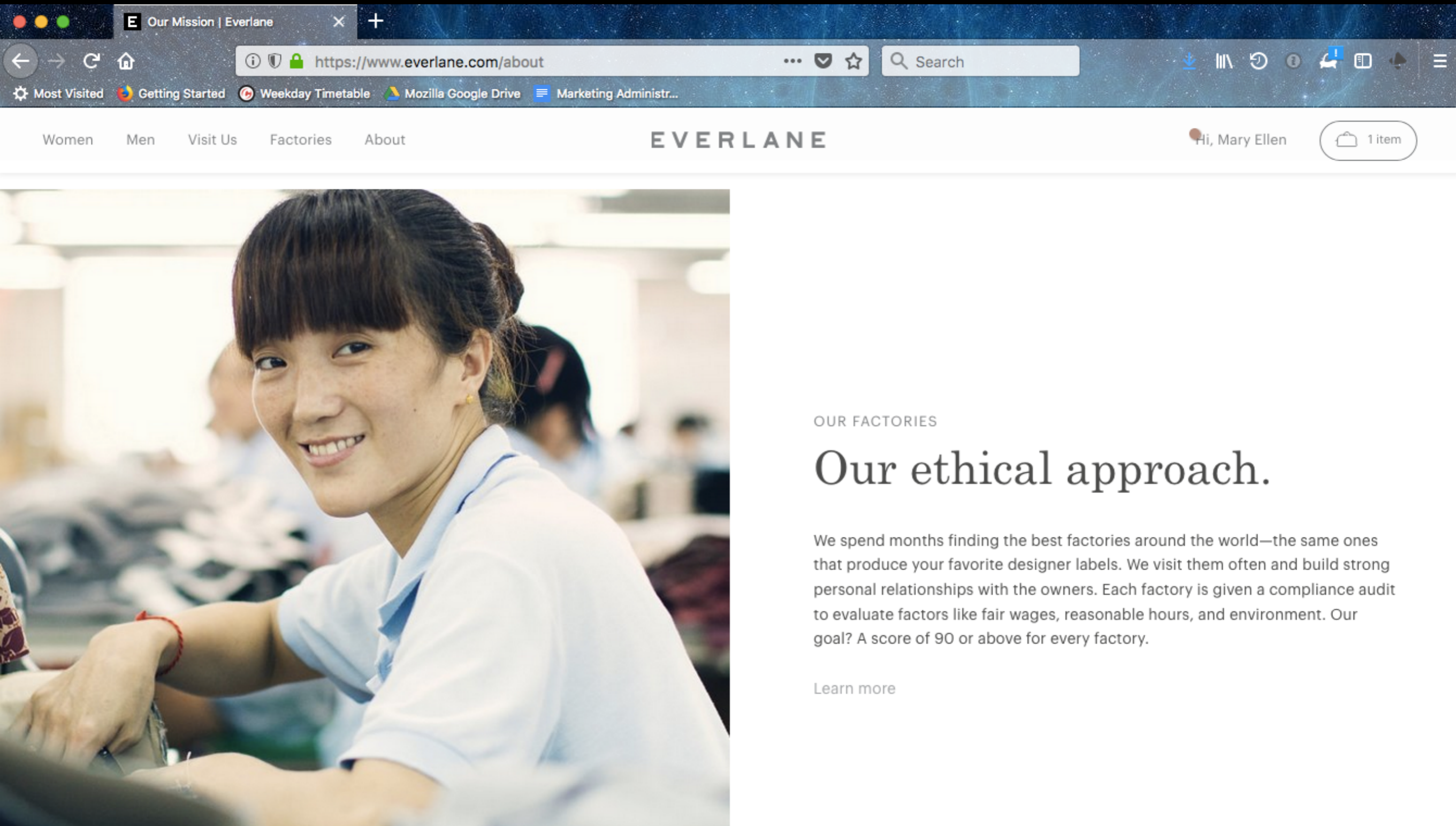
Non-GMO ingredients [Learn more](#)

## Join Us

By cooking with Blue Apron, you're helping to build a food system that's better for everyone.

SIGN UP

# Everlane: Radical Transparency



The image is a screenshot of a web browser displaying the Everlane website. The browser's address bar shows the URL <https://www.everlane.com/about>. The website's navigation menu includes links for Women, Men, Visit Us, Factories, and About. The Everlane logo is centered in the header, and a user greeting "Hi, Mary Ellen" is visible on the right. A shopping cart icon indicates "1 item".

The main content area features a large photograph of a smiling woman in a light blue factory uniform. To the right of the image, the text reads:

OUR FACTORIES

## Our ethical approach.

We spend months finding the best factories around the world—the same ones that produce your favorite designer labels. We visit them often and build strong personal relationships with the owners. Each factory is given a compliance audit to evaluate factors like fair wages, reasonable hours, and environment. Our goal? A score of 90 or above for every factory.

[Learn more](#)

# Everlane: Radical Transparency

The screenshot shows the Everlane website's 'About' page. At the top, there's a navigation bar with links for 'Women', 'Men', 'Visit Us', 'Factories', and 'About'. The Everlane logo is centered, and a user is logged in as 'Hi, Mary Ellen' with a shopping cart icon showing '1 item'. Below the navigation, there are five product categories: 'The Modern Loafer', 'The Cashmere Crew', 'The Elements Jacket', 'The Day Market Tote', and 'Denim'. The 'The Elements Jacket' category is selected, leading to a 'Our Cost Breakdown' section. This section explains that they reveal the costs behind every aspect of their production process. It lists five cost components: Materials (\$18.25), Labor (\$29.16), Transport (\$1.47), Duties (\$4.75), and Hardware (\$0.00), which sum up to a 'True Cost' of \$54.00. Below this, a 'Our Price vs. Traditional' section compares their price of \$168.00 to a traditional price of \$270.00, noting that traditional retailers mark up products 5-6x, while Everlane marks up 2-3x.

Our Cost Breakdown  
We reveal the costs behind every aspect of our production process.

Materials	+	Labor	+	Transport	+	Duties	+	Hardware	=	True Cost
\$18.25		\$29.16		\$1.47		\$4.75		\$0.00		\$54.00

Our Price vs. Traditional  
On average, traditional retailers mark their products up 5-6x. Us? Just 2-3x.

Our Price	\$168.00
Traditional Price	\$270.00

# Everlane: Radical Transparency

The screenshot shows the Everlane website interface. At the top, the navigation bar includes 'Women', 'Men', 'Visit Us', 'Factories', and 'About'. The 'EVERLANE' logo is centered, and the user is logged in as 'Hi, Mary Ellen' with a shopping bag icon showing '1 item'. The main content area features a large image of a folded 'The Modern Flannel Shirt' in Heather Grey Plaid. To the left is a sidebar with a 'Choose What You Pay' section listing categories like Shirts & Polos, Tees, Sweaters & Sweatshirts, etc. To the right of the shirt image, the product title is 'The Modern Flannel Shirt – \$68', with a 'Traditional Retail: \$145' crossed out. Below the title is a 4.96 star rating from 97 reviews. A 'Choose What You Pay' section explains that 20% of the price goes to Everlane for development and shipping costs. Three price options are shown: \$48, \$55 (selected), and \$62. Size options XS, S, M, L, and XL are listed below. An 'ADD TO BAG' button is at the bottom right.

Men's Modern Flannel Shirt | Ev X

https://www.everlane.com/products/mens-modern-flannel-sl

Search

Most Visited Getting Started Weekday Timetable Mozilla Google Drive Marketing Administr...

Women Men Visit Us Factories About

EVERLANE

Hi, Mary Ellen 1 item

Men's All  
New Arrivals

Tees  
Shirts & Polos  
Pants & Shorts  
Denim  
Sweatshirts & Hoodies  
Sweaters  
Outerwear  
Underwear  
Backpacks & Bags  
Accessories & Gift Cards

**Choose What You Pay**

Shirts & Polos  
Tees  
Sweaters & Sweatshirts  
Pants & Shorts  
Outerwear  
Accessories

The Modern Flannel Shirt – \$68  
Traditional Retail: \$145

★★★★★ 4.96 | See 97 reviews

Heather Grey Plaid

WHY CHOOSE WHAT YOU PAY?  
Sometimes we love a design so much that we overproduce it. We're getting better at predicting demand, but to move overstock on selected items, we're letting you choose what you pay. Enjoy.

\$48 \$55 \$62

20% of the price goes to Everlane. This covers our development and shipping costs, plus overhead to pay our team.

XS S M L XL

Size Guide

ADD TO BAG

# moz://a Data Privacy Principles

## **1 No surprises**

Use and share information in a way that is transparent and benefits the user.

## **2 User control**

Develop products and advocate for best practices that put users in control of their data and online experiences.

## **3 Limited data**

Collect what we need, de-identify where we can and delete when no longer necessary.

## **4 Sensible settings**

Design for a thoughtful balance of safety and user experience.

## **5 Defense in depth**

Maintain multi-layered security controls and practices, many of which are publicly verifiable.

# moz://a | Data Privacy Principles

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**Transparency builds trust**

**Collaboration**

**common ground**

# Collaboration

## common ground

built on good intent, shared beliefs and mutual benefits

# Collaboration

## common ground

peer-to-peer platforms and communities

# How does collaboration translate to value?



2 USERS = 1 CONNECTION



4 USERS = 6 CONNECTIONS



8 USERS = 28 CONNECTIONS

# network effects

# GO JEK

ABOUT US

BLOG

FAQ

CAREERS

CONTACT US

MEDIA GALLERY

## GO-JEK

GO-JEK

GO-RIDE

GO-CAR

GO-FOOD

GO-MART

GO-SEND

GO-BOX

GO-TIX

GO-MED

## GO-LIFE

GO-MASSAGE

GO-CLEAN

GO-GLAM

GO-AUTO

## GO-PAY

GO-PAY

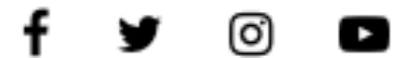
GO-POINTS

GO-PULSA

GO-BILLS

TERMS & CONDITIONS

PRIVACY POLICY



© 2017 GOJEK INDONESIA

*#LifeWithoutLimits*

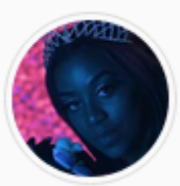


**natgeo** verified [Follow](#) ⌵ ⋮

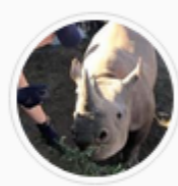
17,838 posts   89.5m followers   129 following

**National Geographic**  
Experience the world through the eyes of National Geographic photographers.  
[natgeo.com/environment/plasticpledge](https://natgeo.com/environment/plasticpledge)

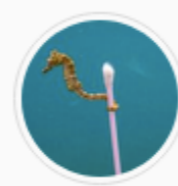
Followed by [sfmoma](#), [mrsnaticity](#), [tigertigertigers](#) + 26 more



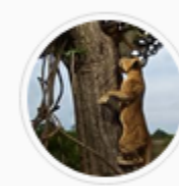
Last Prom



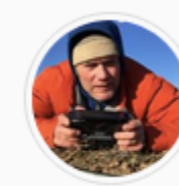
Rhinos ret...



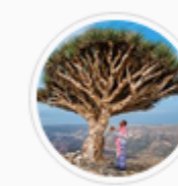
Plastic



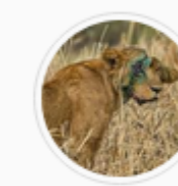
Tree lions



Sage Grou...



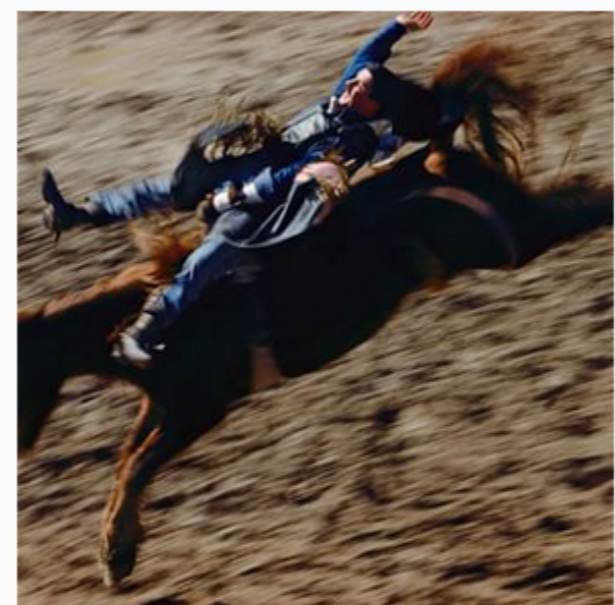
Socotra



Saving a li...

POSTS

TAGGED



**Collaboration is  
a force multiplier**

# **Participation**

**no lurking allowed**

# Participation

**no lurking allowed**

everyone has something to contribute

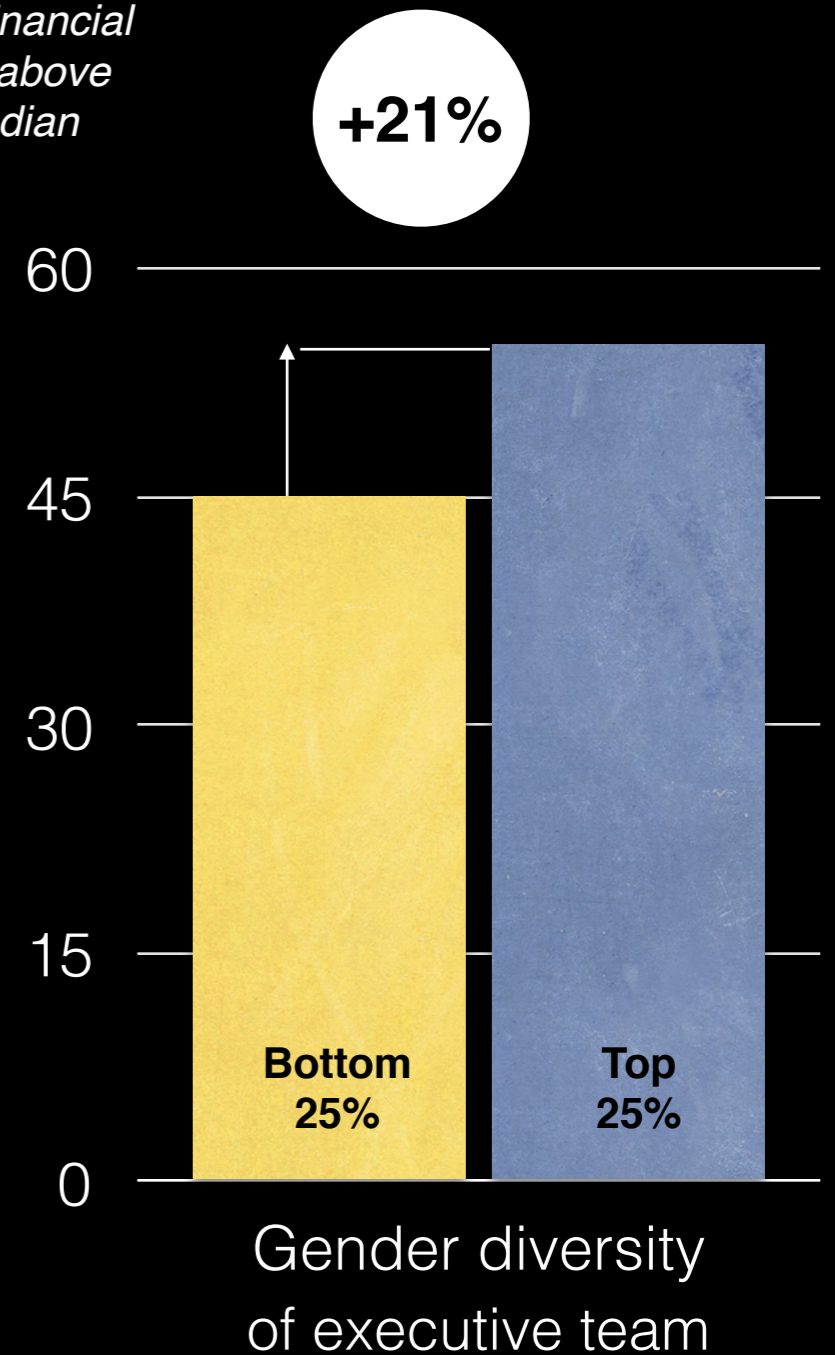
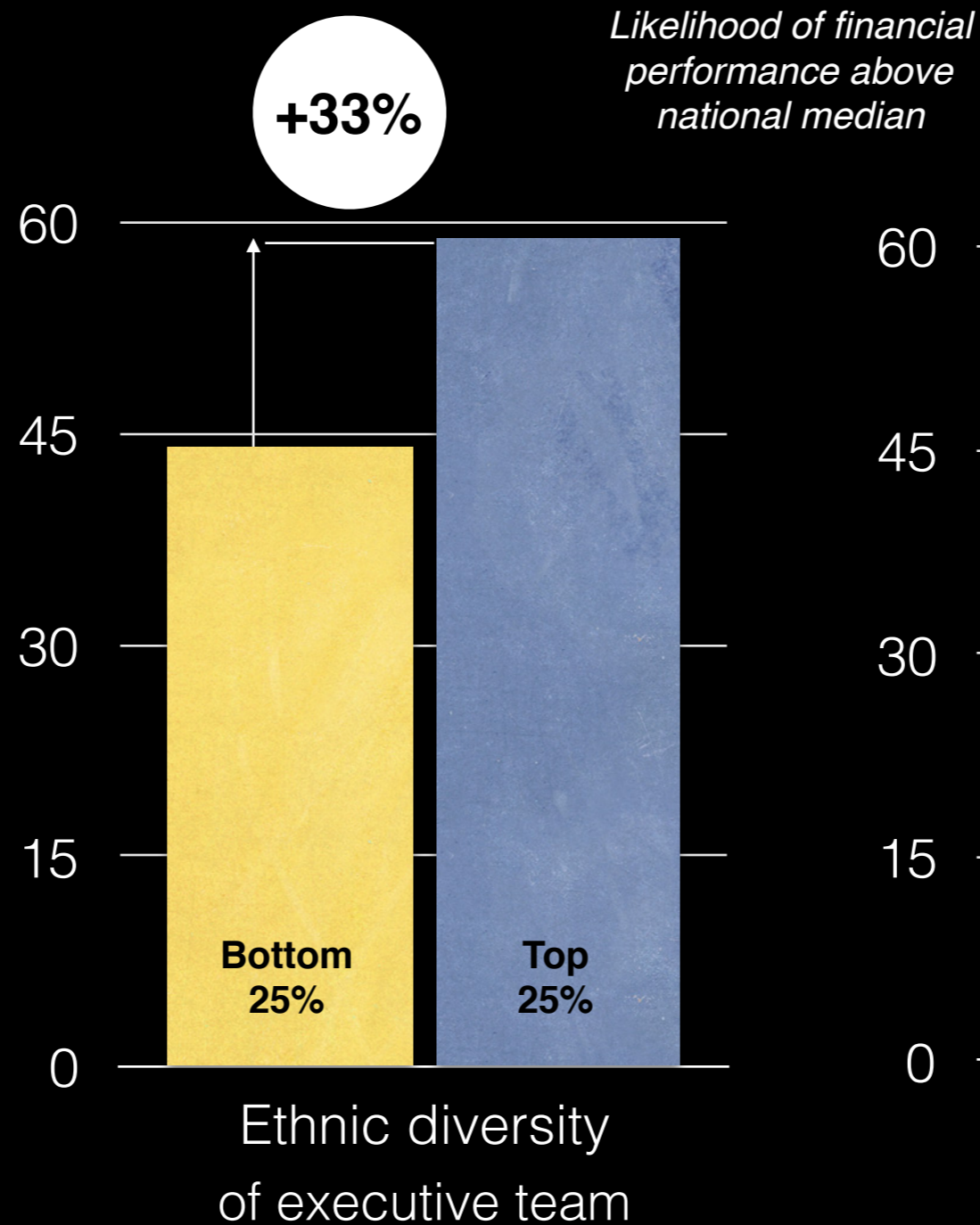
# Participation

**no lurking allowed**

intentional invitation of diversity

# How does participation add value?

Different perspectives positively influence business results



# How does participation add value?

Venture capital firms with  
**10% more female partners**  
=  
**1.5%** spike in overall fund **returns**  
+  
**9.7%** more **profitable exits**

歡迎來到一種嶄新的討論方式 - 對眾人的意見投票，並且貢獻您的觀點。



Randal Lee 表示：

法規是依照現在人生活需求而調整，而不是強迫將不同的事物塞進同樣的框架裡面。



贊成



反對

略過 / 不確定

立場相近的人，會自動歸類到同一個群組。點擊群組，就可以看到這些人的共同意見...



vTaiwan



# Have an idea for a LEGO® set?



Share Your Idea



Gather Support



LEGO Review



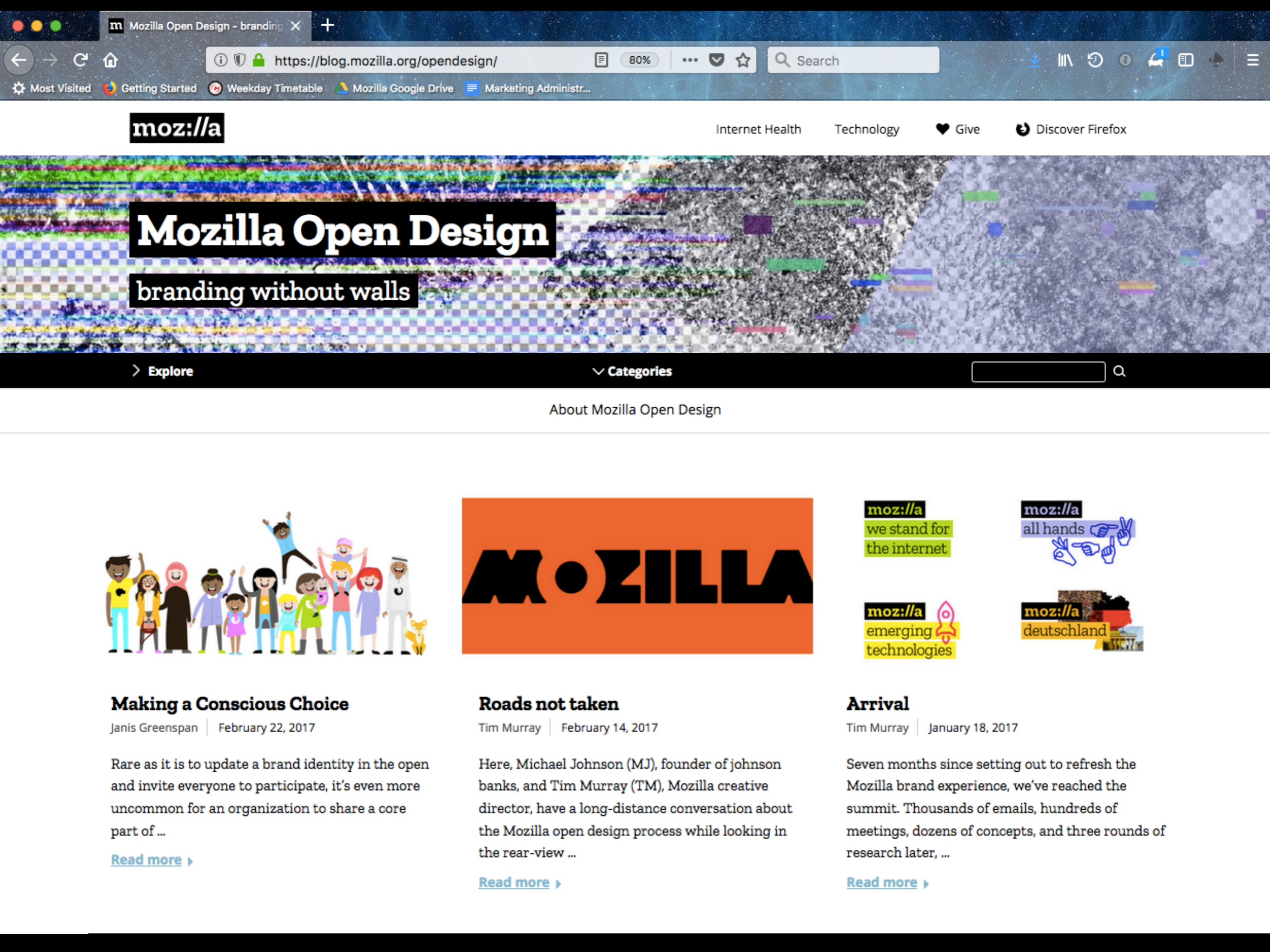
New LEGO Product

Learn How it Works

Ready to get started?

LOGIN





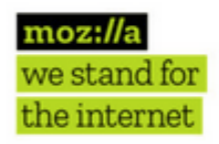
# Mozilla Open Design

## branding without walls

> Explore

Categories

About Mozilla Open Design



### Making a Conscious Choice

Janis Greenspan | February 22, 2017

Rare as it is to update a brand identity in the open and invite everyone to participate, it's even more uncommon for an organization to share a core part of ...

[Read more >](#)

### Roads not taken

Tim Murray | February 14, 2017

Here, Michael Johnson (MJ), founder of johnson banks, and Tim Murray (TM), Mozilla creative director, have a long-distance conversation about the Mozilla open design process while looking in the rear-view ...

[Read more >](#)

### Arrival

Tim Murray | January 18, 2017

Seven months since setting out to refresh the Mozilla brand experience, we've reached the summit. Thousands of emails, hundreds of meetings, dozens of concepts, and three rounds of research later, ...

[Read more >](#)

The Good Fight

For the Internet of People

Choose open

The Eye

The Connector

Open button



Mozilla



Mozilla

Mozilla Egypt

Mozilla Brasil

With you from the start

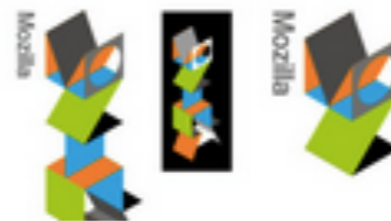
Mavericks, united

Protocol

Wireframe world

The Impossible M

Flak Flak



Moz Oddish Newides  
Moz Powers of a better Internet  
Moz Turingdelsintodes

GENERAL

Twitter

# Now for the fun part of Mozilla's logo design.

Tim Murray | August 7, 2016 | 583 responses

**O**n our open logo design journey together, we've arrived at an inflection point. Today our effort—equal parts open crit, performance art piece, and sociology experiment—takes its logical next step, moving from words to visuals. A roomful of reviewers lean forward in their chairs, ready to weigh in on what we've done so far. Or so we hope.

# Moz://a

GENERAL

Twitter

## Design Route D: Protocol

Tim Murray | August 17, 2016 | 332 responses

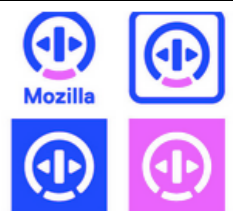


GENERAL

Twitter

## Design Route A: The Eye

Tim Murray | August 17, 2016 | 158 responses



Mozilla

GENERAL

Twitter

## Design Route C: The Open Button

Tim Murray | August 17, 2016 | 98 responses

# FAST COMPANY

## Uh-Oh, Mozilla Is Open-Sourcing Its New Logo Design

The nonprofit behind Firefox wants the community to help shape the design of its new visual identity. Creative commons or creative chaos?

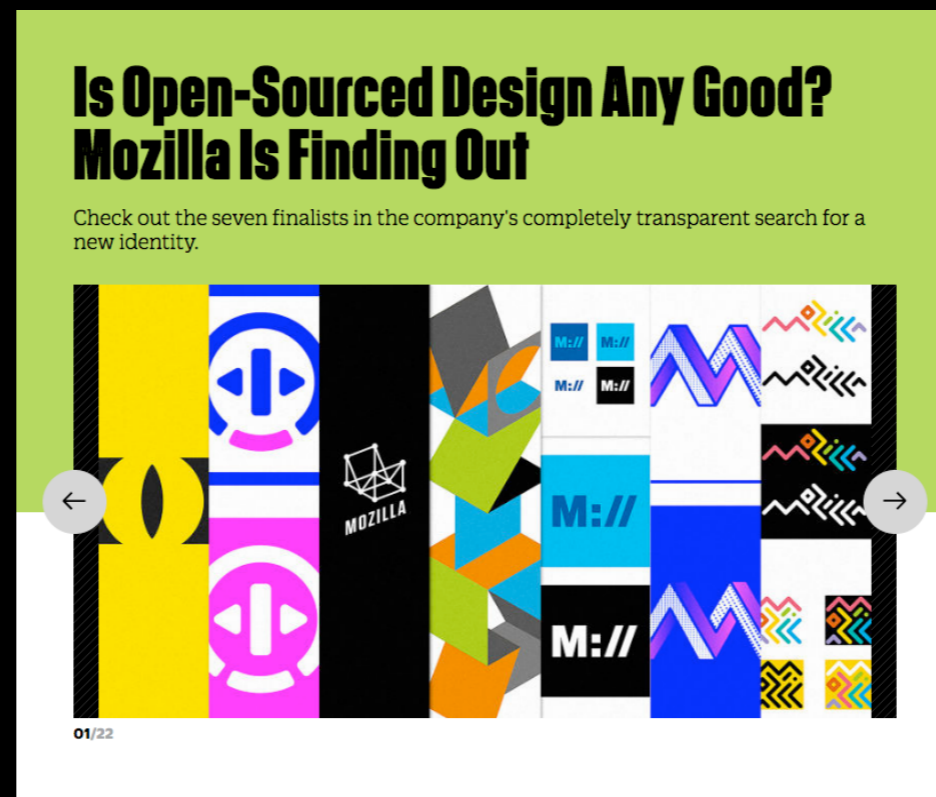


June 2015

# FAST COMPANY



June 2015



August 2015

# FAST COMPANY



June 2015



August 2015



January 2016

# FAST COMPANY

## Uh-Oh, Mozilla Is Open-Sourcing Its New Logo Design

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June 2015

## Is Open-Sourced Design Any Good? Mozilla Is Finding Out

Check out the seven finalists in the company's completely transparent search for a new identity.



August 2015

## Mozilla Just Proved That It's Possible To Open-Source Good Design

Despite the lack of subtlety, the nonprofit's new identity works.



January 2016

**Participation breeds  
invention and innovation**

**Why should you adopt an open source mindset?**

**Transparency creates trust**

**Collaboration is a force multiplier**

**Participation breeds invention  
and innovation**

**THANK YOU**

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