

# How to Design a CULT(ure)

Designed for:

Lolli AND Pops

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# Dear Sid Gupta,

We are here to design a cult and culture for your growing enterprise. You want adoring fans employees who worship you your company. Luckily for you, we know the basics to how to spark this. Let's start this journey by clarifying what a cult is.

Webster defines it as:

**cult** noun, often attributive \ 'kʌlt\  
great devotion to a person, idea, object, movement, or work

The key word here is “**devotion**”. You want your employees and customers to be **devoted** to your company, your brand, your products, and of course, **you**.

Trust us, by the end of this guide, you will have several new ideas to implement and a strong sense of direction towards the creation of a **cult-following** for your company.

Let's revolutionize the world of candy.

Love,

Team Awesome

# Lolli AND Pops

**What:** Candy's first **lifestyle** brand

**Why:** To create lasting **meaning** for customers and employees by selling a product that tastes good and feels good

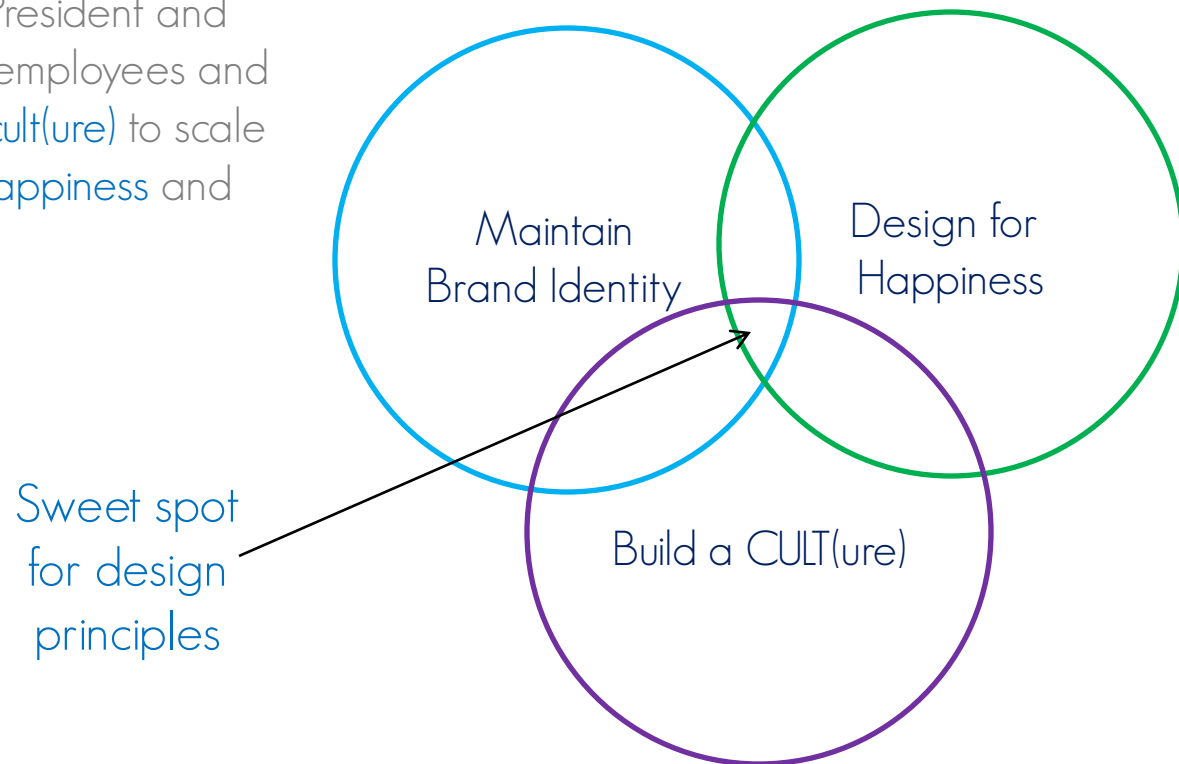
**How:** Reinventing what it means to be a **candy store**



# The Objective

Lolli & Pops is a novel brand supported by one concept store in Tulsa, Oklahoma. The growth strategy is to expand to 1,000 stores globally.

Based on our interviews with the President and CEO of Lolli & Pops, in addition to employees and customers, our goal is to create a **cult(ure)** to scale the company while **designing for happiness** and maintaining the **brand identity**.



# Cult Trends

We identified the “[sweet spots](#)” between the brand, cult characteristics and designing for happiness principles

Cult Trends → Designing for [Happiness](#) Principle

Participation in Secrecy → Use secrets to create [anticipation](#)

Dress Code → Develop [connection](#) to larger purpose through uniform

Promoting Disinhibition → Bring out one’s [inner child](#)

Elitist Mentality → [Reward](#) those who buy into the cult(ure)

Appearing Exclusive & Innovative → Host [private](#) events

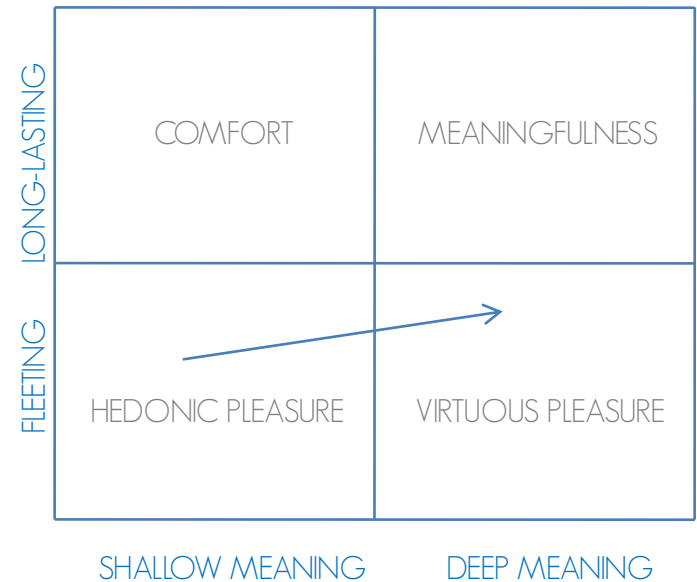
Constant State of Recruitment → Find the [best](#) talent

Group Rituals → Promote [unity](#) and [dedication](#)

Flaunting Hierarch → Use [bowties](#) as symbols of status

# The Hypothesis

If Lolli & Pops successfully innovates around a **cult(ure)**, incorporating both **employees** and **customers**, Lolli & Pops' brand can reposition from one of "hedonic pleasure" to "virtuous pleasure"



Our goal is to create lasting meaning for employees and customers.  
Result: Dedicated employees and repeat customers.

# The Terminology

Chief Candyologist – store manager

Assistant Candyologist – assistant store manager

Magic Maker – store associate

Missionaries – a.k.a. our target market – 25-40 year old women

# Customer Facing

Steps to building a CULT(ure)



# Phase 1

# Sweet

# Dreaming

(Design for Anticipation)

Location: Pre-visit



# Idea

Leverage Social Networks - Find  
"Pop's" Secret through Facebook or Twitter

Example: "Pop's Secret today is "green gumball".  
Come visit the Gumball room at Lolli & Pop's to  
receive your free bag of green gumballs. "



Phase 1

# Phase 1



## Rationale

Happiness is contagious and spreads through social networks. We can spread happiness through advertising for Lolli & Pops on its Facebook page.

Once people discover “Pop’s secret” to whisper to an employee for a freebie, they are happier when they anticipate what they will receive and consume long before they getit.

# Phase 2

# Welcome to Candyland

(Design for an Experience, a Destination)



Location: Store Entrance

# Idea

Basket of “play” uniforms at the store entrance.

Example: Children (and adults) can put on a bow-tie, lollipop headbands or Pop’s candy glasses before touring the store.



# Phase 2



## Rationale

**Experiences trump commodities.** Lolli & Pops offers an experience, and we want customers to view it as such. When customers step foot into the store, we want to Lolli & Pops to be a **destination**, a new world from the one the customer previously came from. The basket of “play” uniforms signals entry into a **world of magic, happiness, and wonder**.

And, **people are happier when they are around others who energize them.** Lolli & Pops offers both; it sells more than just candy. Lolli & Pops sells a product that tastes good (the **products**) and feels good (the **experience**).

# Phase 3

## Unwrap the “Childhood Experience”

(Design for Meaningfulness)

Location: In-Store



# Idea

Share free samples through [storytelling](#). We believe everyone should leave with a sweet taste in their mouth.

**Example:** Magic Maker in the apothecary at the “penny candy counter” tells a [story](#) of how the licorice was sourced from the finest candy producer in Australia, and describes how Pop’s brought it to the US. The Magic Maker then asks the customer to share a childhood story in return.





# Phase 3



## Rationale

The happiest brands “make us feel like a kid again.” Lolli & Pops can elicit childhood memories through creating a personal connection through storytelling.

Storytelling adds meaning to the selection, purchase and consumption of candies. Stories shared at Lolli & Pops may “unwrap” one’s purpose and value in life (perhaps you are a dedicated mom purchasing candy for your child’s birthday party).

“Stories are the creative conversion of life itself into a more powerful, clearer, more meaningful experience.”

Let’s unwrap them.

# Phase 4

# Frame

# Happiness

(Design for Sticky Moments)

Location: Check-Out



# Idea

Create the “*Purveyors of Sweetness*” wall at the check-out counter capturing candid Instagram “old fashioned” photos of customers in electronic photo frames.

Example:



# Phase 4



## Rationale

To design for sticky moments, customers must anticipate, experience, and remember. In the check-out line, we focus on “remembering” by (literally) framing candid moments in the store and branding them on Lolli & Pops’ store wall.

# Phase 5 Discover Magical Memories

(Design for Surprise and Excitement)

Location: Inside bag of purchases



# Idea

Shopping bags, selected at random, will include a **surprise** from Lolli & Pops.

**Example:** Some candy wrappers will have an **uplifting message**, some may say “give to a friend”, and some may have a **coupon** for a future shopping trip.



# Phase 5



## Rationale

Random acts of kindness create fulfillment for Magic Makers, but the surprise candy is also designed to develop a lasting personal connection between the customer and the Lolli & Pops brand.

Lolli & Pops can make great experiences count before, during and after the customer visit. And, customers tend to over-recall the tail of events, so we want to make it a lasting one!

# Phase 6

# Join the

# Family

(Design for Loyalty)



Location: Post-Visit



# Idea

**Exclusive** after hours shopping events for Lolli & Pops “**Bowtie**” members, which would take place prior to major holidays when Lolli & Pops are releasing new candies.

**Birthday postcards** will also signify membership in the Lolli & Pops family.



# Phase 6



## Rationale

We are designing for customer loyalty and repeat customers. Repeat customers want to feel special. They desire access to exclusive events and more personal customer service.

Second, the happiest brands “make customers feel as if they are part of something bigger.” We want customers to feel as they are a valuable part of the Lolli & Pops experience.

# Employee Facing

Steps to building a CULT(ure)

# Phase 1

# Summoning

# New

# Ingredients

(aka Magic Makers)

Recruiting, Interviewing, Selection



# Idea

**Sweet Welcome** - Send a basket of candy to the new Magic Maker's doorstep.

**Funterviews** - Signal the beginning of a fun and collaborative work experience through a group interview. Engage employees through asking questions such as "If you were a candy, what would you be and why?"



# Phase 1



## Rationale

Happiness is contagious. Warm welcome basket signifies entry to the new magical world of Lolli & Pops; it is a means to create an immediate personal connection with the Magic Maker.

The biggest predictor of general happiness is friends at work - bosses and coworkers. The goal of the interview is to identify the right people who others want to spend time with, leading to an atmosphere of happiness.

# Phase 2

# Molding

# Magic

# Makers

On-boarding and Training



# Idea

## Bow-tie Initiation Ceremony

Candyologists host bow-tie ceremonies for Magic Makers who successfully complete taste-testing and in-store training. The Candyologist is the first to affix a bow-tie on the new Magic Maker.





# Phase 2



## Rationale

The bow-tie is the symbolic element the Loli & Pops reward system.

Creating a **recognition and rewards system** fuels **progress** and leads to happier employees. Completing training is the first step in **designing for mastery** - getting better at something and challenging oneself feels good, and is fun and motivating.

# Phase 3

## Living the Sweet Life

Work routines, Feedback and  
Promotion



# Idea

From “no” to “oh” - Develop a language of positive reinforcement; learn to take “no, we can’t do this..” to “oh, how about this.”

**Sweet Samples** - Empower employees to provide free samples to customers accompanied by stories (as previously mentioned in the Customer-Facing section).

**Lolli’s Handshake** - Learn the secret handshake that is performed before shifts to encourage team connection.

**Bow-tie Rituals**- Employees who are promoted or recognized will receive a new bow-tie to signal this progression. Vacation time or shift preferences accompany bow-tie advancement. The “Golden Bow-tie” is awarded to the employee of the month who gets to deliver \$100 of free candy to the organization of his/her choice.



Phase 3

# 3 Phase

## Rationale

“No” to “oh” can be instituted as a cultural norm at Lolli & Pops as a means to weave in positive reinforcement and build-upon the **5:1 positive-to-negative feedback system**.

Sweet samples are a means to **design for autonomy**. By giving Magic Maker’s full discretion over handing out samples to customers, they have control over what they are doing, resulting in more engagement and motivation.

The handshake and bow-tie **rituals drive happiness through developing meaningful connections**. Through rituals, Lolli & Pops can cultivate deep relationships with employees and make collaboration meaningful, innovative and fun.

**Happy employees lead to higher productivity**, and higher employee attitudes and perceptions of work lead to stronger company performance and customer loyalty.

# Phase 4

## The Sweet Truth and the Sweet Hereafter

Lolli & Pops as a way of life



# Idea

**Delivering Magic** - Magic Makers have the opportunity to have team building field trips to read stories to sick children.

**Pop's Wonder Wall** - Employees note personal or professional goals they would like to achieve. Scholarships or charitable donations will be made by Lolli & Pops to support employees and encourage them to reach their full potential.



# Phase 4



## Rationale

Employees feel valued when they have **impact** on the lives of others. By integrating Lolli & Pops into the broader community, employees **will see their actions have a measurable and positive difference.**

Magic Makers are likely to get a boost in happiness from not spending money on themselves, but **engaging in prosocial activities** and spending money on others.

# IN SUMMARY

Utilize these cult traits for a [mass following](#) behind Lolli & Pops, internally and externally:

Participation in Secrecy

Dress Code

Promoting Disinhibition

Elitist Mentality

Appearing Exclusive & Innovative

Constant State of Recruitmen

Group Rituals

Flaunting Hierarch



The End



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# DH Toolkit Cards

HAPPY PLACES AND HAPPY SPACES

# FEEL LIKE A CHILD AGAIN

*the happiest brands allow people to remember their childhoods, a time when people relate to being happy and worry-free*

## Build a happy brand...

The happiest brands in the world do more than just make us buy them. They make us love them. This is the goal at Lolli & Pops, whose motto is "There is a child in all of us. It is time to come out and play."

## through storytelling,

Elicit childhood memories through creating a personal connection with Lolli & Pops' customers through sharing free candy samples that are accompanied by personal stories.

## product selection,

Create nostalgia through products. At Lolli & Pops, the "penny candy" counter and the original 3 Musketeers candy bar (with 3 separate pieces of candy all in one package – chocolate, strawberry, vanilla), brings you back to being a child, again.

## and store experience.

Design a novel store experience, a destination. And Lolli & Pops does just that with its 5 unique stores – Wonka, Apothecary, Chocolate, Gummy, Gumball – within a store.





IF YOU'RE HAPPY, I'M HAPPY

# DESIGN FOR STICKY MOMENTS

*sticky experiences create long-lasting memories*

## Cultivate a new photo-taking habit

People disproportionately remember experiences that they take pictures of. People typically take happy (smiling) photos, and remember those moments as such. We can use photos to promote a happy brand.

## Frame the photos

The photos we most remember are the ones we view frequently. At Lolli & Pops, we frame candid moments of customers enjoying their in-store experience or their candy purchases at home.

## Brand the photos

We want to associate the Lolli & Pops brand with these happy memories. Lolli & Pops brands the photos as their own on the "Purveyors of Sweetness" wall near the check-out for all customers to enjoy and see.

### TRY THIS

Incorporate a photo wall at your company, showing candid (happy) moments of your employees and customers.



HAPPINESS ISN'T WHAT YOU THINK IT IS

# CREATE A REWARD SYSTEM

*non-monetary rewards can fuel progress and serve as motivation*

## Money vs. Mastery

Money only serves as motivation up to the point where our basic needs are met. Once this threshold is met, increasing pay is not a significant driver of motivation.

However, mastery is a source of motivation. Getting better at something and challenging ourselves leaves us feeling fulfilled and valued.

## The Bowtie Reward System

At Lolli & Pops, the bowtie is a symbolic element of the Lolli & Pops culture, and is also central to the (new) rewards system. Each Magic Maker (employee) earns his/her first bowtie after successfully completing the training program. The Candyologist (manager) affixes this first bowtie to the Magic Maker consistent with company rituals.

## The Golden Bowtie

New bowties are earned following promotions or special recognition. Employees receive an extra vacation day as a reward for their return. The Candyologist (manager) affixes this Golden Bowtie to the Magic Maker of the employee to deliver to the employee.

Develop a meaningful reward system in your company consisting of a symbolic element and a meaningful non-monetary reward to the employee.



## HAPPINESS CHEAT SHEET

# HONOR THE 5:1 POSITIVITY-TO-NEGATIVITY RATIO

*the highest performing (and happiest) teams have a positivity-to-negativity ratio of 5:1 or better; high performance teams learn more, and demonstrate greater creativity and flexibility when positive feedback outweighs the negative feedback*

### Make positivity part of your culture

Customer service is a critical element in retail, and especially in creating a positive in-store experience for customers at Lolli & Pops. Positivity will lead to happier employees and happier customers, and a happier brand as a result.

### Make positivity part of your language

At Lolli & Pops, we encourage Magic Makers (employees) to us "no" to "oh" language. Instead of saying, "no, do not touch the candy with your hands," we encourage Magic Makers to say "oh, it looks like I can help you by giving you a candy scoop."

#### TRY THIS

Incorporate more positivity into your life at home or at work.





IF YOU'RE HAPPY, I'M HAPPY

# FEEL LIKE YOU ARE PART OF SOMETHING MEANINGFUL

*creating a higher purpose through work drives happiness*

## Develop a mission

A company's mission defines the goals of the organization. Lolli & Pops is revolutionizing candy, and is one of the first brands to unwrap candy's potential by selling a product that tastes good and feels good. Through its world of magic, joy and wonder, Lolli & Pops provides each customer with meaningful candy experience.

## Create a culture

Culture unites an organization. At Lolli & Pops, employees are known as Magic Makers, and managers as Candyologists. Candy elicits happiness, and happiness is contagious, both inside and outside the store. Employees embrace the culture, and customers feel emotionally connected to the brand.

## Establish rituals

Rituals and traditions strengthen the culture of a firm, and signal that each member is part of a something larger. Through bowtie ceremonies, secret handshakes, and consistency in dress code, Lolli & Pops instills a strong culture in its employees.





extra slides

Designing a  
CULT (ure)



TEAM AWESOME

Cara Delzer • Aaron Ehasz • Andrea Joseph • Ellen Thuy Le



# Lolli AND Pops

PURVEYORS *of* SWEETNESS

WOODLAND HILLS MALL

(Near Macy's and the Food Court) 7021 S. Memorial Dr. Tulsa, OK 74133

# The Objective

