Case Study: Radiant Wellness Studio — When the Glow Fades

When **Radiant Wellness Studio** launched in 2018, it promised to *"help people feel better from the inside out."* The concept blended light fitness, recovery treatments, and holistic health services. It quickly attracted passionate franchise buyers who wanted to make a difference.

By 2025, Radiant had **16 open studios** and **24 sold territories** stretching from Denver to Dallas to Portland. The home office in Orlando had just three people trying to keep up with it all. What began as a feel-good movement was starting to lose its shine.

THE PEOPLE

Radiant was still founder-led and heavily dependent on a very small team:

- The founder, who served as the visionary and public face of the brand
- An Administrative Assistant
- Operations Manager who also coached and on-boarded new Franchise Owners

Marketing, technology, and finance were handled by part-time contractors who rarely coordinated with one another.

The founder's favorite phrase was "We're doing this lean." It worked in the beginning, but the cracks were starting to show.

THE GROWTH

To speed up expansion, Radiant partnered with an **FSO broker network**. Leads poured in quickly, and new franchisees were signed faster than the company could support them.

There was no consistent onboarding or training system. Each franchisee trained at the Orlando flagship, but once they returned home, the support was inconsistent. Studios varied widely in services, pricing, and customer experience.

One owner said it best: "We're supposed to be one brand, but everyone's running a different playbook."

THE CRACKS

Revenue began to slide, and **average unit profitability** dropped for three consecutive quarters.

At a franchising conference, the founder listened to a panel discussion about the importance of financial visibility and collecting monthly P&Ls. Inspired by what she heard, she added this new requirement to the **FDD**.

Execution, however, proved difficult.The administrative assistant was assigned to collect the reports and quickly became overwhelmed. Many franchisees resisted. Some didn't have time. Others didn't see the value in sharing their numbers. A few didn't even know how to prepare a P&L correctly.

The reports that did arrive were inconsistent and incomplete. Formats varied, calculations didn't match, and no one at headquarters had the time or tools to make sense of it.

THE FRANCHISEE EXPERIENCE

A recent **franchise owner survey** confirmed what the founder already suspected. The "wellness movement" enthusiasm had been replaced with frustration.

Franchisees said things like:

> "We were sold passion, not a plan."
> "I didn't expect to handle staffing, marketing, and bookkeeping on my own."
> "I don't even know how to make this business profitable."

Validation had dropped, and new sales from the FSO network were slowing down.

THE CUSTOMER EXPERIENCE

Clients began noticing inconsistencies between locations.
Google reviews started to decline, with comments such as:

> "Every studio feels different."
> "My appointment was rushed."
> "I used to love this brand, but something has changed."

Membership renewals and repeat visits declined, and the once-strong social media buzz had gone quiet.

THE FOUNDER'S REALITY

The founder still believed in her mission, but exhaustion had taken over. She was juggling compliance, vendor management, coaching calls, and financial follow-up with a tiny team.

She had data, but not enough direction.
She had passion, but no structure.
She had growth, but no profit.

🚨 THE CHALLENGE

Radiant Wellness Studio is now at a crossroads.

The founder has asked your team, serving as an outside advisory group, to identify what must change in the next 12 months to stabilize the business and rebuild trust.

💬 Your Task (20 Minutes)

Work with your table to identify the **2–3 most impactful recommendations** that would help Radiant move forward.

Consider:

- People & Structure
- Systems & Standards
- Profitability & Data
- Franchisee Trust
- Customer Experience