

OPERATIONAL DIAGNOSIS

Live Casino Studio — Anonymous Case Study

Analysis of system losses and recommendations

2026

Executive Summary

The root problem: the company makes operational decisions without data. The lack of a hiring pipeline, retention metrics, and a feedback system means that management is dealing with the symptoms without seeing the source of the problem.

The company operates in the B2B Live Casino sector, providing live streaming services for online casinos. Its business model is entirely dependent on the number of active dealers: more dealers = more tables = more revenue.

At the same time, the company is systematically destroying its main asset at every stage of the funnel: from acquisition to retention. Direct losses amount to approximately! €9,000 per month just to replace departing employees.

Key parameters

Parameter	Value	Assessment
Team size	150 - 300 people	—
Average term of employment (new hires)	1 - 3 months	● CRITICAL
CRM/ATS availability	Not available	● CRITICAL
Employer reputation	Negative	● CRITICAL
Pay delays	Up to 2 months	● CRITICAL
Penalty system	Active, strict	● High risk
Employee referrals	1 - 2 per month	● CRITICAL

Funnel of losses

The company loses employees at each of the four key stages. However, none of these stages are systematically tracked; there is no data, the reasons for resignation are not recorded, and decisions are made based on intuition.

Stage	The situation	Reason	Status
#1 Before the interview	Candidates don't show up	Toxic online reputation, negative reviews about delayed pay	● Not tracked
#2 After the offer	Decline the job	Working conditions don't compare to the market	● Not tracked
#3 Training	They leave during training	Gap between expectations and reality, first exposure to company culture, and interactions with colleagues	● Not tracked
#4 1 - 3 months	They leave after going live	Pay delays, penalties, feeling of being undervalued	● Not tracked

Unit economics of losses

A rough estimate of the direct costs of staff turnover, assuming that 20 - 30 people leave each month:

Cost item	Calculation	Amount / month
Cost of hiring 1 person	Recruiter time + sourcing channels + training + HR time + accounting	~200-400€
Number of resignations	~20-30 people per month	—
Direct replacement costs	30 people x €300	~9,000€
Desks left empty	Unfilled positions × lost B2B revenue	Does not count
Reputational losses	Decrease in conversion of new candidates	Does not count
TOTAL visible losses	Direct costs only	~9,000€/month

Important: The company disabled OLX ads (the main channel for blue-collar recruitment in the country) based only on one metric "hired = 0." However, no one analyzed the funnel: how many people came through the channel, at what stage they dropped off, and why. This is a classic example of management blindness, a decision made without data.

Root cause

All of the problems described are symptoms. There is only one source:

Management blindness: the company can't see itself. There's no funnel, no metrics, and no feedback system. Decisions are made based on feelings and random observations, rather than data.

This is reflected at all levels:

- Tactical decisions without strategic context (distributing flyers at universities in 2026 instead of analyzing the channel mix; the company fails to ask: "Who is our target audience? Where is our target audience physically located, and how do they consume information?")
- Lack of an Employee Value Proposition, the company does not ask: "Why would someone want to work here?"
- A penalty culture as a management tool instead of a motivation system
- Delayed pay is a systematic problem that destroys trust and the employer's reputation
- The Peter Principle in action: management positions filled by individuals without the necessary competence
- The lack of an HR strategy or any strategy at all. The company's employees don't know why they're working or where they're heading.

Recommendations on priorities

● Urgent - results within 30 days

- Implement a basic hiring funnel in ATS or a structured table with stages and reasons of rejection; this will provide initial data to inform decision-making
- Start tracking reasons for employee resignations, even a single-question exit interview will yield more than nothing
- Reactivate OLX ads and set up source tracking to calculate the channel's actual ROI, rather than relying on a single metric

● Important - results within 60-90 days

- Eliminate salary delays - this is a fundamental breach of trust that destroys the entire funnel from within
- Revise the penalty system, replace a punitive approach with a preventive one based on clear rules
- Conduct an EVP (Employee Value Proposition) analysis to determine what the company can actually offer people beyond just a "job"

● Strategically - results within 3-6 months

- Build employer brand from the inside: first, make current employees want to recommend the company, then work on external reputation

- Implement a referral program with real financial rewards
 - Review the onboarding process. The first month determines whether an employee will stay for 1-3 years
-

Conclusion

The company spends significant resources on attracting new employees, yet fails to systematically retain those it has already hired. The root of the problem lies neither in recruitment nor in the job market. The root lies in the fact that the business has not established basic operational visibility: there is no data, no metrics, and no feedback system.

The solution doesn't start with new hiring channels, but with answering the question: why are people leaving, and where exactly is this happening? Once this answer is reflected in the numbers, the rest becomes a matter of implementing specific solutions.

This analysis is based on observations made from within the company. The company's name has been anonymized.

[Roman Hryban](#)

hrybanr@gmail.com