

Reason being increased room capacity added to the industry, these travelers are being absorbed by the three and four star class hotels, between Colombo and Negombo area. This had resulted a decline in crew & stopover segment.

Nonetheless, arrival of global industry giants are attracting talent from existing players while creating a war of talent situation in the industry. On the other-hand industry players including the market leader Golden Ray Colombo are currently combating war for talent. Due to this fact, a platform has been created for skilled and semi-skilled employees to demand a pay rise from their employers. Author will elaborate and discuss strategies executed by the industry leader to face the industry changes and to compete the war of talent. According to SLDA government decision to increase room capacity up to 75,000 and to abolish the minimum room rate. That will definitely create a bigger challenge and higher risk for existing firms. Global hospitality giants like Shangri-La, Sheraton, Movenpick entered in to Colombo five-star city hotel business during the year 2014 and 2015. Movenpick already launched their business operations in Sri Lanka by the 1st quarter of the year 2017 specially focusing Colombo city hotel business. Shangri-La hotel commenced the business operations in Hambanthota in 2016 and they have already planned to launch Colombo city hotel business operations in September 2017.

GRC\* competes in the five-star city hotel category. There are higher chances that the market leader can be challenged by new entrants and existing three and four star class hotels in the future. Growing competition will be a bigger challenge for the hotel to retain its market position. Golden Ray has implemented few strategies to become market leader in the Colombo city five-star hotel business. Further GRC\* has executed rigorous defensive strategies with a top focus to develop the hotel's human capital in-order to face upcoming highly competitive market with international hospitality giants like Shangri-La, Sheraton, Movenpick and etc. As part of the human capital development and retention strategies, Hotel invested significant amount for training & development, employee engagement strategies, enhance occupational health and safety, work life balance, diversity and inclusion, recognition and etc.

Global Giants are seeking to hire best skilled and semi-skilled employees from the hospitality industry. Shangri-La launched a massive recruitment campaign at the beginning of the year 2017 while offering very attractive remuneration packages for potential candidates. One of the Shangri-