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Talent Acquisition for Automotive Technology Roles: A Case Study of Recruitment Funnel Movement Across Vietnam, Thailand and India

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ABSTRACT

The automotive industry is using more software and electronic systems in vehicles, from infotainment and connectivity to driver assistance and vehicle control. These changes also affect the skills employers look for when hiring technical professionals.

This paper looks at recruitment activities for selected automotive technology and related roles across Vietnam, Thailand and India. It is based on recruitment observations and candidate counts recorded during a project at an automotive technology organisation. The analysis follows candidates through the stages available in the records, from outreach and profile receipt to shortlisting, interview scheduling, offers and onboarding.

The figures show that candidate numbers changed at each stage, and the amount of information available was different across the three locations. Vietnam has a funnel covering outreach through onboarding. Thailand relates to one Business Development requirement, while the India data cover sourcing through offers but not the full joining stage. The study uses these examples to discuss practical areas such as role-specific screening, accurate records and follow-ups. Since the data cover a short period and different requirements, the findings should be read as observations from these activities, not as conclusions about recruitment across entire countries.

Keywords: Talent Acquisition, Automotive Industry, Recruitment Funnel, Technical Recruitment, Candidate Sourcing, Vietnam, Thailand, India

1. Introduction

Automotive technology is becoming more software-driven. Modern vehicles use software and electronic systems for infotainment, connectivity, driver assistance, vehicle control and other functions. These developments influence the skills required for automotive roles, so recruiters need to look beyond job titles and check whether a candidate's experience matches the technical and project requirements.

This paper is based on recruitment work completed during an on-the-job training period with the talent acquisition team of an organisation. Most of the work involved regional recruitment, particularly Vietnam, with some exposure to Thailand and India. The tasks included reviewing job descriptions, sourcing and screening profiles, scheduling interviews, updating applicant tracking records and following candidate progress.

The paper looks at candidate counts recorded during these activities and what they show about movement through the recruitment process. It focuses on practical points such as matching profiles to role requirements, tracking progress between stages and keeping recruitment records up to date. The aim is to draw process-related lessons, not to assess individual recruiters or make assumptions about hiring across different countries.

2. Background

2.1 Automotive technology recruitment

Automotive technology includes areas such as embedded software, infotainment, human-machine interfaces, vehicle connectivity, advanced driver-assistance systems, software integration, testing and validation. The skills needed can differ across these areas. For example, Android application development and Android Framework engineering involve different responsibilities, while QNX, C++ and IVI testing roles each require their own technical checks.

For these roles, job descriptions often list specific technical skills, platform experience and knowledge of automotive systems. Matching a keyword is only the starting point; the profile should also show relevant work or project experience. This makes it important to review the actual role requirements before deciding whether a profile is suitable.

2.2 Following candidate movement through the recruitment funnel

For this study, candidate numbers were followed from one recorded recruitment stage to the next. Each conversion rate was calculated by dividing the number of candidates moving forward by the number at the previous stage, then multiplying by 100. This gives a stage-by-stage view of where candidate numbers reduced and helps keep the comparisons consistent.

The numbers show how far candidates moved through the recorded process, but they do not explain every drop-off. Reasons such as no response, role mismatch, interview outcome or withdrawal are discussed only where the records support them. Recruitment research also highlights the importance of looking at hiring outcomes in context rather than relying on a single measure.

3. Research Objectives

1. To understand the end-to-end talent acquisition process followed for automotive technology hiring across the APAC and India regions at KPIT Technologies.
2. To gain hands-on exposure to stages of the recruitment process, including candidate sourcing, screening, ATS management, interview scheduling, candidate follow-ups, and recruitment pipeline management, with primary involvement in the ROW/APAC recruitment process.
3. To study the recruitment funnel from candidate sourcing to selection and onboarding, and analyse candidate movement and drop-offs at different stages of the recruitment process.
4. To identify gaps, challenges, and process inefficiencies encountered during recruitment activities, particularly in sourcing, candidate tracking, interview scheduling, vendor management, and recruitment pipeline movement.
5. To explore opportunities to improve the recruitment process by identifying areas that can be improved across the ROW/APAC and India recruitment functions.

4. Methodology

This study is based on recruitment activities observed between June and September 2026. The main data used were the candidate counts recorded for selected hiring activities. Observations from sourcing, screening, interview scheduling, candidate follow-up and tracker updates were used to provide context for the figures.

The Vietnam funnel covers 55 days and focuses on automotive technology recruitment through LinkedIn InMail and the later recruitment stages. The Thailand funnel relates to one Business Development requirement involving two open positions. The India data cover 25 days and mainly involve sourcing and screening through Naukri. Since the roles, sourcing channels and time periods were different, the three activities are presented separately rather than as a direct comparison.

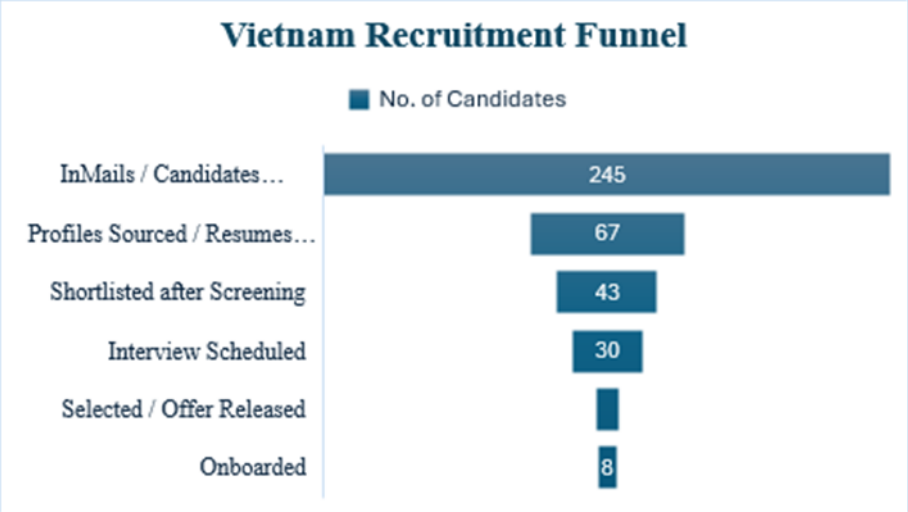
The study uses a limited set of recorded counts. No random sample, survey or statistical test was used, so the findings describe these activities only and cannot establish what caused a particular outcome.

5. Results and Analysis

5.1 Vietnam recruitment funnel

During the 55-day period, 245 candidates were approached and 67 profiles or resumes were received. This means that 27.35% moved from outreach to profile receipt, which was the largest reduction by candidate count. The records do not show why the remaining candidates did not send a profile. Clear outreach messages and relevant targeting are useful areas to review, although the figures do not confirm that they caused the drop.

Of the 67 profiles received, 43 were shortlisted, giving a conversion rate of 64.18%. Screening was based on the job-description requirements, including technical skills and relevant experience. Interviews were scheduled for 30 of the 43 shortlisted candidates, a conversion rate of 69.77%. The records do not provide a reason for every candidate who did not reach interview scheduling.

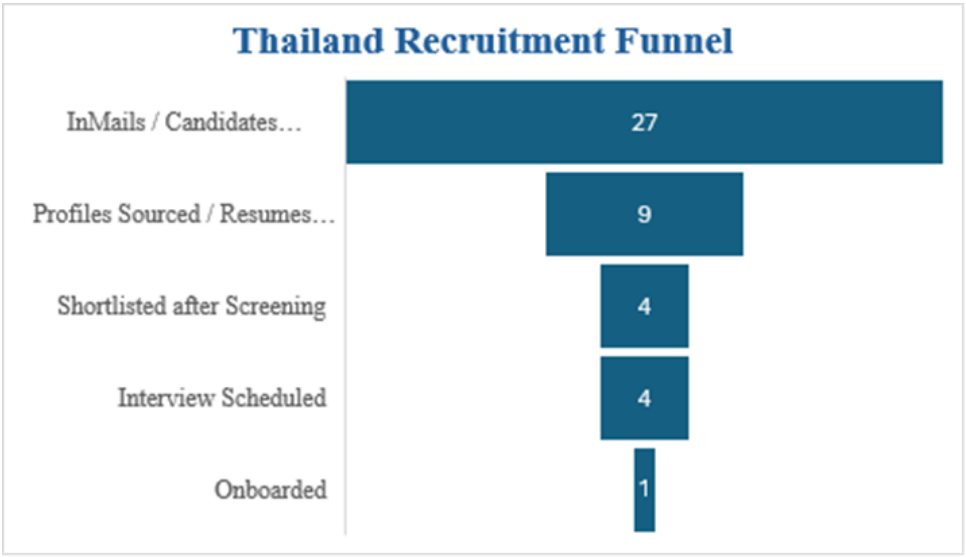


Thirty interviews were scheduled, and 10 candidates reached the selection and offer-release stage. This represents a conversion rate of 33.33% based on interviews scheduled. Eight of the 10 candidates then onboarded, giving an 80% conversion rate from offer release to onboarding. These figures show the recorded outcome for this recruitment activity but do not explain why each individual candidate did or did not join.

The biggest drop by candidate count occurred between outreach and profile receipt. At the same time, the number of profiles sourced is not enough on its own to show how recruitment is progressing. Shortlisting, interview movement and the number of candidates who join after receiving an offer also need to be considered.

5.2 Thailand recruitment funnel

The Thailand activity related to a Business Development requirement with two open positions. Of the 27 candidates approached, 9 profiles were received, giving a conversion rate of 33.33%. Four of these profiles were shortlisted, a conversion rate of 44.44%. All four shortlisted candidates moved to interview scheduling.



One candidate onboarded during the period. This represents 25% of the four candidates scheduled for interviews and 3.70% of the 27 candidates approached. The records do not state why the other candidates did not reach onboarding, so no specific reason can be confirmed. Since the candidate pool was small, each outcome had a noticeable effect on the overall rate.

5.3 India recruitment activity

The India activity covered 25 days. During this period, 179 profiles were sourced through Naukri, 53 were screened or shortlisted, 27 interviews were scheduled and two offers were released. The conversion rate was 29.61% from sourced profiles to screened/shortlisted profiles, 50.94% from shortlisted profiles to interviews scheduled and 7.41% from interviews scheduled to offers. The available data do not cover the full process through joining.

Recruitment stage	Number of candidates	Conversion rate
Profiles sourced through Naukri	179	-
Profiles screened/shortlisted	53	29.61%
Interviews scheduled	27	50.94%
Offers released	2	7.41%

Since these records cover only part of the recruitment process, they are not enough to compare India directly with the other regional activity.

5.4 Cross-location interpretation

The three sets of figures relate to different recruitment requirements, sourcing channels and periods. Vietnam mainly involved technical automotive roles, Thailand covered a specific Business Development requirement, and the India activity involved technical and technology-related roles. The conversion rates should therefore not be seen as a measure of how one country performs compared with another.

The figures are more useful for reviewing each activity on its own. In Vietnam, the largest reduction was between outreach and profile receipt. Thailand had a smaller candidate pool, so each outcome changed the final percentage more noticeably. In India, many profiles were sourced compared with the number shortlisted, which is a reminder that profile volume needs to be considered alongside role fit and later-stage progress.

6. Key Findings

1. Initial outreach does not guarantee a response. In Vietnam, 67 of the 245 candidates approached progressed to profile receipt.
2. Role-specific screening matters. Job titles and keywords should be checked against the actual technical skills and experience required.
3. Candidate movement should be monitored stage by stage. Sourcing, screening, interview scheduling, offers and onboarding all contribute to the final hiring outcome.
4. Small recruitment samples require careful interpretation. The Thailand figures relate to one Business Development requirement and should not be generalised to all hiring in the country.
5. Recruitment data needs to be complete and consistently defined. India activity did not include a full onboarding funnel in the available dataset, limiting direct comparison.
6. Keeping ATS and sourcing records accurate helps recruiters check candidate status, identify duplicate profiles and understand how the pipeline is moving.

7. Recommendations

7.1 Use role-specific screening checklists

Before sourcing begins, recruiters can prepare a short checklist of required skills, relevant project experience and role-specific technologies. This can be especially helpful when similar job titles involve different responsibilities. It also gives recruiters a consistent basis for reviewing profiles.

7.2 Track candidate conversion and drop-off reasons

The tracker can record candidate numbers at every stage and use consistent categories for drop-offs, such as no response, role mismatch, interview outcome, compensation, withdrawal or joining status. Reasons should be added only when they are confirmed. Reviewing these records regularly can help show which stage may need more attention.

7.3 Set follow-up checkpoints

Follow-ups can be planned for key points in the process, such as after outreach, before and after interviews, when an offer is released and before the expected joining date. This helps keep candidate status updated and makes the next step clearer. Clear and timely communication can also support a better candidate experience (Miles & McCamey, 2018).

7.4 Maintain accurate ATS and source records

Before treating a profile as a new submission, recruiters can check it against existing ATS records. If a duplicate is found, the source and submission timeline should be checked and updated where possible. This keeps the tracker more reliable and supports clearer reporting by sourcing channel.

7.5 Review comparable data over a longer period

Future reviews would be more useful if they covered a longer period and used the same stage definitions across locations. Separating the data by role type, sourcing channel and recruitment stage would make comparisons clearer. Other measures, such as time-to-fill, offer acceptance, joining rate and early retention, could provide a fuller picture of recruitment outcomes.

8. Limitations and Future Research

This study covers a short period and a limited number of recruitment activities. The roles, sourcing channels and observation periods differed across Vietnam, Thailand and India, and the records did not include every stage for every location. The figures cannot show that one location or sourcing channel performs better overall. The study also does not examine quality of hire, performance after joining or longer-term retention.

Future research could look at a larger set of recruitment records across several hiring cycles. The data could be grouped by role type and sourcing channel, with confirmed reasons for candidate drop-off recorded consistently. A longer study could also examine time-to-fill, offer acceptance, joining and early retention. This would make it easier to understand which recruitment practices work better for different types of automotive technology roles.

9. Conclusion

This study looked at recruitment funnel movement across selected hiring activities in Vietnam, Thailand and India, with the main focus on Vietnam. The results show how candidate numbers changed from outreach and screening to interviews, offers and onboarding. In Vietnam, the largest reduction was between candidates approached and profiles received, while eight of the ten candidates who reached the offer stage onboarded. Thailand recorded one onboarding from a small candidate pool. The India figures show how the number of profiles narrowed through screening and interviews, although the complete joining outcome was not available.

These findings need to be read in the context of the roles and periods covered. They do not support broad conclusions about recruitment across entire countries or all activities within the organisation. They do, however, show how funnel data can help identify patterns at individual stages. Role-specific screening, regular follow-ups, accurate records and comparable metrics can help recruiters keep track of candidate movement and review where the process may be improved.

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