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KEY CHALLENGES AND GAPS IN SALES: ANALYSIS OF A SALES MANAGERS' SURVEY AND WAYS TO OVERCOME THEM

Анотація. У статті представлено дані опитування вибірки з понад 100 менеджерів з продажу з метою виявлення ключових викликів і перешкод, з якими вони стикаються. Оскільки продажі є рушійною силою та основою будь-якого бізнесу, розуміння цих труднощів має вирішальне значення. Автором було проведено дослідження, яке охоплює сегменти ринку B2B і B2C, онлайн- та офлайн-продажі, а також різні рівні досвіду у сфері продажів. Проведено також аналіз зростаючого тренду сталого розвитку бізнесу (питання, чи приділяють компанії цьому увагу взагалі чи ні). У межах дослідження здійснено кількісний аналіз середнього значення вартості угоди (середнього чека) та верифіковано ключові канали генерування продажів. Зокрема, вивчено ефективність інструментів вхідного та вихідного телемаркетингу, участі у профільних конференціях, залучення трафіку через соціальні мережі та контекстну рекламу в пошуковій системі Google. Важливою частиною дослідження було визначення того, чи інвестують компанії у навчання та розвиток відділу продажів і чи приносить це позитивні результати. Отримані дані підтверджують, що компанії, які приділяють увагу навчанню, отримують значні переваги. Одним із ключових висновків дослідження є детальний аналіз основних проблем, з якими стикаються менеджери з продажу, а також стратегій для їх подолання. Дані свідчать, що більшість труднощів у продажах виникає через брак знань та небажання керівництва інвестувати у професійний розвиток. Важливим фінальним питанням було те, чи вважають менеджери з продажу себе щасливими, що надало цінні інсайти щодо рівня задоволеності роботою у цій сфері. Крім того, автор окреслює рішення та виділяє типові помилки у продажах, пропонуючи практичні стратегії для їх усунення. До таких помилок належать: постановка питань під час зустрічей, відповіді на які можна було знайти заздалегідь у відкритих джерелах; нехтування аналізом конкурентів; зосередження виключно на перевагах продукту замість дослідження потенційного партнерства між компаніями; відсутність нотаток під час зустрічей та ігнорування фоллоу-апів; небажання підтримувати зв'язки з колишніми клієнтами; відсутність гордості за свою роботу; нехтування досвідом успішних продавців; уникнення відповідальності за укладання угод; недооцінка необхідності постійного пошуку нових клієнтів. Дослідження визначає найбільш актуальні виклики, з якими стикаються менеджери з продажу, серед яких брак знань щодо закриття угод, дискомфорт під час холодних дзвінків (що часто спричинений недостатнім навчанням) та погане знання продукту – проблеми, які можна ефективно вирішити за допомогою якісної освіти та тренінгів. Ця стаття пропонує новий погляд на виклики у сфері продажів і буде корисною широкій аудиторії, особливо тим, хто прагне вдосконалити свої продажі та забезпечити успіх бізнесу.



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Ключові слова: продажі, онлайн-продажі, B2B бізнес, виклики, проблеми продажів.

JEL Classification: M54, M12, J24, L81

Absztrakt. A tanulmány több mint 100 értékesítési menedzser körében végzett kérdőíves felmérés adatait mutatja be annak érdekében, hogy feltárja azokat a kulcsfontosságú kihívásokat és akadályokat, amelyekkel az értékesítési szakemberek munkájuk során szembesülnek. Mivel az értékesítés minden vállalkozás hajtóereje és működésének egyik alapvető pillére, e nehézségek megértése kiemelt jelentőséggel bír. A szerző által végzett kutatás kiterjed a B2B és B2C piaci szegmensekre, az online és offline értékesítésre, valamint az értékesítési területen eltérő tapasztalati szinttel rendelkező szakemberekre. A tanulmány emellett vizsgálja a vállalkozások fenntartható fejlődésére irányuló növekvő trendet is, különös tekintettel arra, hogy a vállalatok fordítanak-e figyelmet erre a területre. A kutatás keretében kvantitatív elemzés készült az átlagos ügyletérték, vagyis az átlagos kosárérték alakulásáról, valamint az értékesítés generálásának főbb csatornáiról. A tanulmány külön vizsgálja a bejövő és kimenő telemarketing eszközeinek hatékonyságát, a szakmai konferenciákon való részvételt, a közösségi médiából érkező forgalom szerepét, valamint a Google keresőrendszerében alkalmazott kontextuális hirdetések jelentőségét. A kutatás fontos részét képezte annak meghatározása is, hogy a vállalatok beruháznak-e az értékesítési részleg képzésébe és fejlesztésébe, illetve hogy ezek a beruházások eredményeznek-e pozitív hatásokat. Az adatok megerősítik, hogy azok a vállalatok, amelyek figyelmet fordítanak a munkatársak képzésére, jelentős versenyelőnyökre tesznek szert. A kutatás egyik legfontosabb eredménye az értékesítési menedzserek által tapasztalt főbb problémák, valamint azok leküzdésére szolgáló stratégiák részletes elemzése. Az adatok azt mutatják, hogy az értékesítési nehézségek többsége a tudáshiányból, valamint abból fakad, hogy a vezetés nem kíván kellő mértékben befektetni a szakmai fejlődésbe. A felmérés egyik fontos zárókérdése arra irányult, hogy az értékesítési menedzserek boldognak érzik-e magukat munkájukban, ami értékes betekintést nyújtott az értékesítési területen tapasztalható munkával való elégedettség szintjébe. A szerző emellett megoldási javaslatokat fogalmaz meg, és azonosítja az értékesítésben gyakran előforduló tipikus hibákat, gyakorlati stratégiákat kínálva azok kiküszöbölésére. Ilyen hibák közé tartozik többek között olyan kérdések feltevése az üzleti találkozókön, amelyekre a válaszok előzetesen nyilvános forrásokból is megismerhetők lettek volna; a versenytársak elemzésének elhanyagolása; a kizárólagos termék-előnyökre való összpontosítás a vállalatok közötti potenciális partnerségi lehetőségek feltárása helyett; a jegyzetelés hiánya a találkozókön és az utánkövetés mellőzése; a korábbi ügyfelekkel való kapcsolattartás elhanyagolása; a saját munka iránti szakmai büszkeség hiánya; a sikeres értékesítők tapasztalatainak figyelmen kívül hagyása; a felelősségvállalás elkerülése az üzletkötés folyamatában; valamint az új ügyfelek folyamatos keresésének alulértékelése. A kutatás meghatározza azokat a legaktuálisabb kihívásokat, amelyekkel az értékesítési menedzserek szembesülnek. Ezek közé tartozik az üzletkötési technikák hiányos ismerete, a hideghívások során tapasztalt kényelmetlenség, amely gyakran a nem megfelelő képzésből ered, valamint a termékismeret hiányosságai. E problémák hatékonyan kezelhetők minőségi oktatással és célzott tréningekkel. A tanulmány új megközelítést kínál az értékesítés területén jelentkező kihívások értelmezéséhez, és széles olvasóközönség számára lehet hasznos, különösen azoknak, akik értékesítési tevékenységük fejlesztésére és vállalkozásuk sikerességének növelésére törekednek.

Kulcsszavak: értékesítés; online értékesítés; B2B üzletág; kihívások; értékesítési problémák.

Abstract. This article presents survey data from a sample of 100+ sales managers to identify the key challenges and obstacles they meet. Sales are the driving force and backbone of any business, and understanding this information is crucial. The author provides the study that presents B2B and B2C market segments, both online and offline sales, and recommendations for varying levels of sales experience. The findings are the growing trend of sustainable business development, the average transaction value, and significant sales channels, inbound and outbound calls, conferences, social



media, and Google advertising. A critical aspect of the paper was the evaluation of whether companies invest in sales training and development and if this investment brings positive results. The paper confirms that companies who prioritize training experience significant benefits. One of the study key insights is an in-depth survey of the main challenges sales managers meet and how they overcome them. The data reveal that most sales difficulties stem from a lack of knowledge and a failure by management to invest in professional development. An interesting final question explored whether sales managers consider themselves happy, to present valuable information if they are satisfied with their job in the field. Therefore, the author outlines solutions and highlights frequent mistakes in sales, providing actionable strategies to neutralize these problems. These mistakes include asking questions during meetings that could have been researched beforehand, neglecting competitor analysis, focusing solely on product benefits instead of potential business partnerships, failing to take notes during meetings or send follow-up emails, not maintaining relationships with past clients, lacking pride in their work, failing to learn from successful sales professionals, avoiding responsibility for closing deals, and underestimating the ongoing need to acquire new clients. The study presents the most pressing challenges sales managers face, incorporating little knowledge of signing contracts, discomfort with cold, and small product knowledge – this problem could be effectively solved through good education and training. This article provides a fresh perspective on sales challenges and is recommended for a wide-ranging audience, particularly those who search to refine their sales strategies and drive business success.

Keywords: sales, online sales, B2B business, challenges, sales problems.

Problem description. 95% of companies become bankrupt during the first 5 years of their existence [4]. The main problem is the inability to attract new clients. The possibility to build a strong sales department is a key success issue in any business, which is unfortunately not successful in all startups. The existence of the know-how idea or vision of the development of the business must include the vision of realization of goods or services that company produces. Sales department is an engine of the stable development of any business [11]. Unfortunately, not every businessman realizes the necessity to invest in sales activity, training the sales department, and paying good salaries to the salesperson they are motivated to sell more and bring more profit to the company. This is the reason why most new businesses in Ukraine close down.

Literature review. Several studies and theoretical concepts have explored the challenges of sales and business sustainability. Such authors as Neil Rackham – known for SPIN Selling, developed one of the most well-known sales methodologies based on extensive research into successful sales interactions. Rackham's research shows that high-value sales require building trust, understanding customer needs, and guiding them toward a decision, rather than pushing a product. His methodology is particularly effective for complex, high-ticket B2B sales [2], Chet Holmes – Author of The Ultimate Sales Machine, focusing on sales strategy and business growth techniques. His main idea is that instead of chasing quick fixes or trying multiple strategies at once, businesses should perfect a few key areas and relentlessly execute them [3]. Jill Konrath – A leading expert on B2B sales, author of Selling to Big Companies and Agile Selling. His findings are that breaking into large corporations requires a strategic, value-driven approach rather than traditional cold calling. Buyers



are busy, so salespeople must deliver clear, compelling value quickly. Crafting a strong value proposition that directly addresses the prospect's business challenges is crucial. The implementation of a multi-touch prospecting strategy – leveraging integrated communication channels such as telephonic outreach, electronic correspondence, and professional social networks (e.g., LinkedIn) – is essential for establishing robust business relationships. This approach facilitates a strategic shift from a transactional vendor-client dynamic toward a consultative partnership, positioning the firm as a 'trusted advisor' rather than a mere commodity provider. Mike Weinberg – Author of *New Sales. Simplified.* and *Sales Management. Simplified.*, focusing on practical, no-nonsense sales approaches [5]. Daniel Pink – His book *To Sell Is Human* explores the psychology of sales and persuasion. The main idea is that selling is no longer about persuasion and pressure but about influence, service, and problem-solving [6]. Jeffrey Gitomer – Author of *The Little Red Book of Selling*, covering sales techniques and personal branding [7]. In their study "How Good are Managers at Evaluating Sales Problems?" [8], Lilie Brain and colleagues conducted a survey involving 160 managers to investigate how sales problems are assessed. The findings indicate that managers tend to perceive uncontrollable problems as more severe. Similarly, Yan Tao and Pratin Khantong, in their research "Analyzing the Impact of Employee Training on Sales Performance, China" [9], identified a direct relationship between sales training and sales performance. These results are further supported by the study conducted by Yoon Hang-sik and Kang Shin-kee of Hoseo University, titled "Effects of Sales Training, Customer Orientation, and Sales Management of Financial Planners (FP) on Sales Performance" [10], which also demonstrated a positive correlation between sales training and improved sales outcomes. Previous research suggests that sales performance directly correlates with professional training, knowledge levels, and effective use of sales channels. Studies also highlight the role of digital transformation in sales processes, with an increasing shift from offline to online sales. The theory of relationship marketing emphasizes that long-term customer relationships contribute to business success more than short-term transactions. However, previous research has not thoroughly examined the interconnection between sales education, income level, and overall job satisfaction among sales managers, which this study seeks to address. The abovementioned study generalizes the total approach to sales but doesn't discover the sales problems, the real sales challenges that face salespeople, that are described in this article research. This research opens up why the main problem of current businesses that leads them to bankruptcy happens.

Goals of the article. The primary aim of this research is to investigate the fundamental challenges inherent in modern sales management and to provide an empirical analysis of the determinants affecting professional efficiency. Specifically, the study explores the correlations between sales managers' specialized skill sets, educational background, remuneration levels, and their cumulative performance metrics.



To achieve this aim, the following research objectives have been formulated: to identify and categorize the critical professional impediments encountered by sales managers within the current market environment; to examine the statistical relationship between ongoing professional development (training) and quantifiable sales outcomes; to evaluate the impact of professional seniority (experience) and formal academic qualifications on the income trajectories of sales personnel; to assess the influence of organizational support and managerial interventions on the overall enhancement of sales effectiveness.

Methods and methodology. The study employs a quantitative research design utilizing a structured questionnaire as the primary empirical instrument to gather insights from N=101 sales professionals. Data collection was executed through field-based surveying at two specialized trade exhibitions in Kyiv, Ukraine, targeting a purposive, non-probability sample of sales managers and department heads from diverse B2B sectors. While the sampling approach incorporates elements of convenience sampling and focuses on the Kyiv metropolitan area—the nation's primary commercial hub—it maintains high functional and analytical relevance by specifically engaging key decision-makers directly involved in complex sales processes. The research instrument was strategically designed to evaluate the determinants of sales performance, managerial decision-making frameworks, and the structural challenges prevalent across various market segments. To ensure a diverse and representative sample, the sample reached 100 respondents from industries such as technology, retail, finance, and manufacturing. The respondents provided both quantitative and qualitative data, allowing for a deeper understanding of sales strategies and trends. The methodology focused on structured, multiple-choice, and open-ended questions to capture both numerical trends and detailed personal insights. Data collection was conducted through online surveys and direct outreach, ensuring a high response rate. The results were then analyzed using statistical tools to identify common patterns, correlations, and industry-specific variations. The following statistical methods have now been explicitly incorporated: descriptive statistics (means, percentages, distributions), correlation analysis to assess relationships between training participation and performance outcomes; experience level and income. Author also implemented regression analysis (linear/logistic) to test the impact of training, experience, and sales channels on outcomes, factor analysis (optional extension) to identify latent dimensions of sales challenges. These additions ensure that conclusions are based on statistically supported relationships rather than descriptive observation alone.

Main research results. The analysis of survey responses provides valuable insights into the sales area, covering key aspects such as business segments, experience levels, sales channels, income distribution, and industry challenges. By examining the data, paper identify significant trends, areas for improvement, and opportunities for professional growth in sales. Below the author shows the results of distribution of sales managers due to main segments of the market.

Respondent's distribution due to segments showed that 69% worked in B2B sales, 20% in B2C and 11% both. Figure 1.

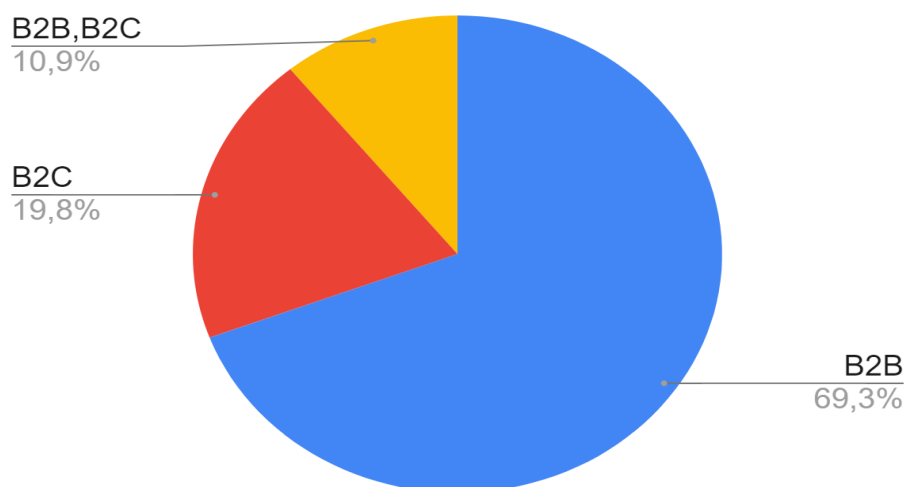


Fig. 1. Respondent's distribution due to business segments (B2B, B2C).
Source: Author's survey of 101 respondents.

The results of the author's survey show that a vital part of the sample, 80%, consists of the B2B segment. B2B segment changes from B2C first by more checks, more sales volumes (wholesales), a longer sales funnel, more steps, and stages of approval of the deal, and it's more outbound sales than inbound. And also a higher level of professionalism of sales managers, and as a consequence the higher level of income. In the following diagram, the distribution of respondents is seen due to sales experience (Fig.2).

2. How many years have you been selling?

101 responses

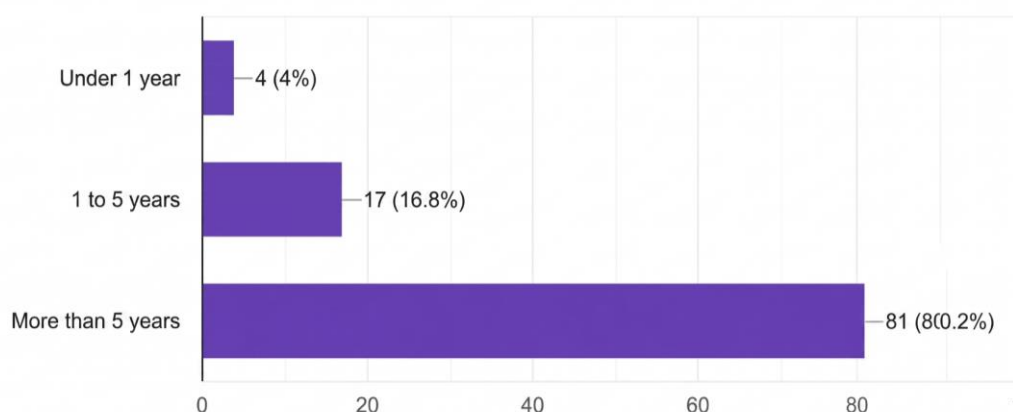


Fig. 2. Interviewed distribution due to sales experience.
Source: Author's survey of 101 respondents.



The Figure 2 shows, that 80% of the people interviewed have more than 5 years of sales experience, 17% from 1 to 5 years, and only 4% from less than 1 year. The most vital and key part will be Figure 3, which shows a dependence between niches online and offline.

3. How do you sell?

101 responses

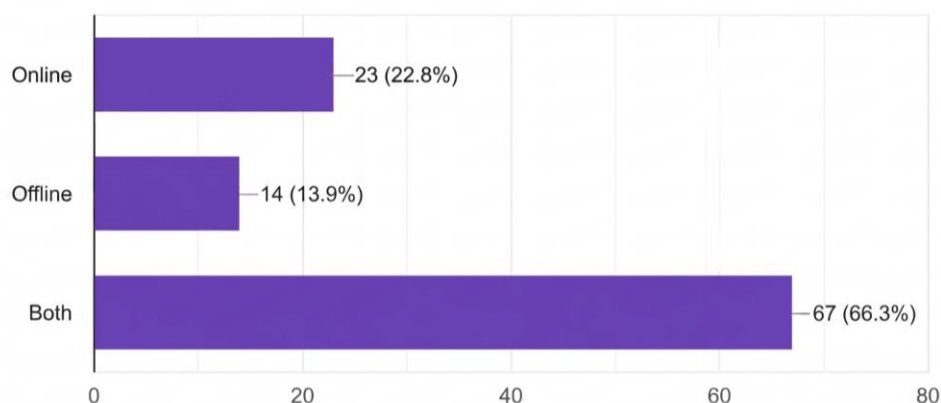


Fig. 3. Distribution of sales between online and offline niches

Source: Author's survey of 101 respondents.

As the survey shows - 88% sales online, and only 14% sell exclusively offline. A comparative analysis of the figures with 2014 reveals, the share of online sales in whole sales was 0.16% [11]. As evidenced by, 66% of the sales are for both channels. In Figure 4 the study provides a comparative assessment of average transaction values.

4. What is your middle check?

101 responses

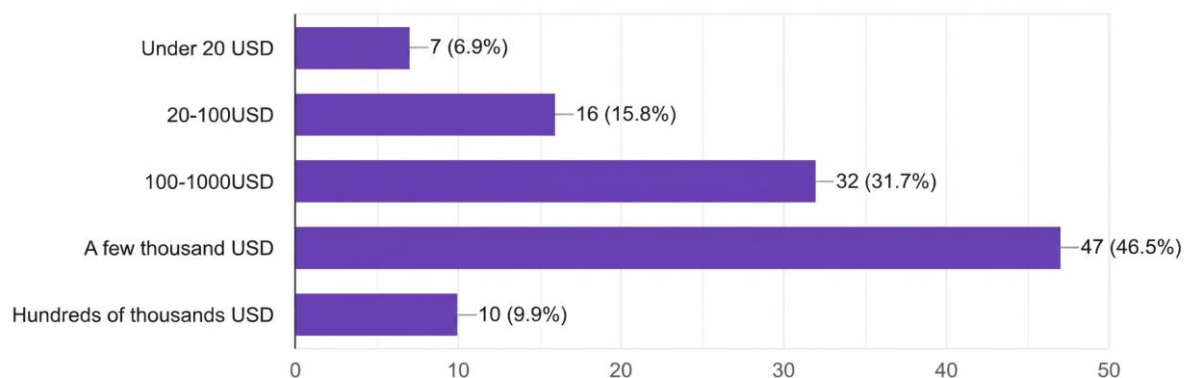


Fig. 4. Middle sales bill.

Source: Author's survey of 100 respondents.

Data obtained from the primary research demonstrate that 46% of respondents have a few hundred thousand USD middle checks, and 32% have checks from 100 to 1000 USD. Only 10% sell for hundreds of thousands USD.

5. Have you ever or your company take care of sustainable development?

100 responses

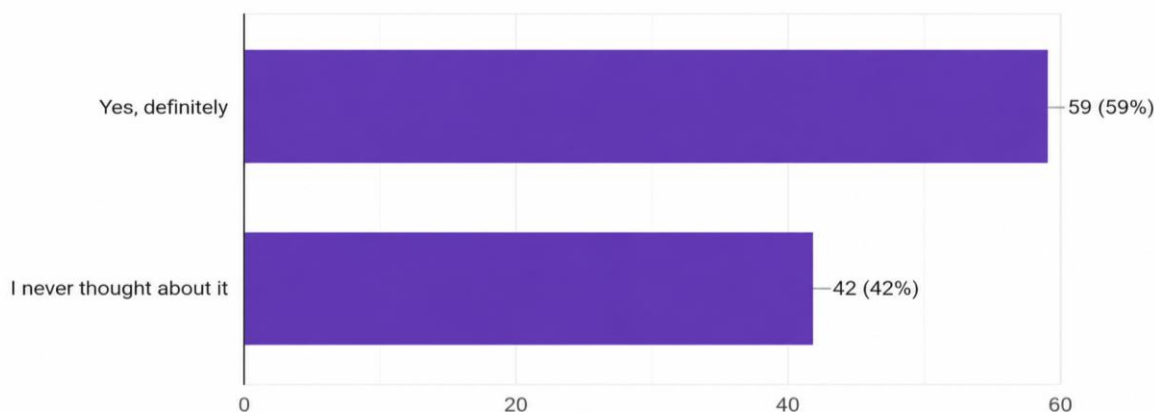


Fig. 5. If the company takes care of sustainable development.

Source: Author's survey of 10 respondents.

As the author mentioned in the first chapter, the importance of sustainable development goals achieving the following figure shows us if the company takes care of sustainable development. As illustrated in Figure 5, almost half of respondents, 42%, never thought about sustainable development goals. This shows the lack of information and awareness among Ukrainian businesses and people. Important information illustrates the following Figure 6.

6. What sales channels do you use?

100 responses

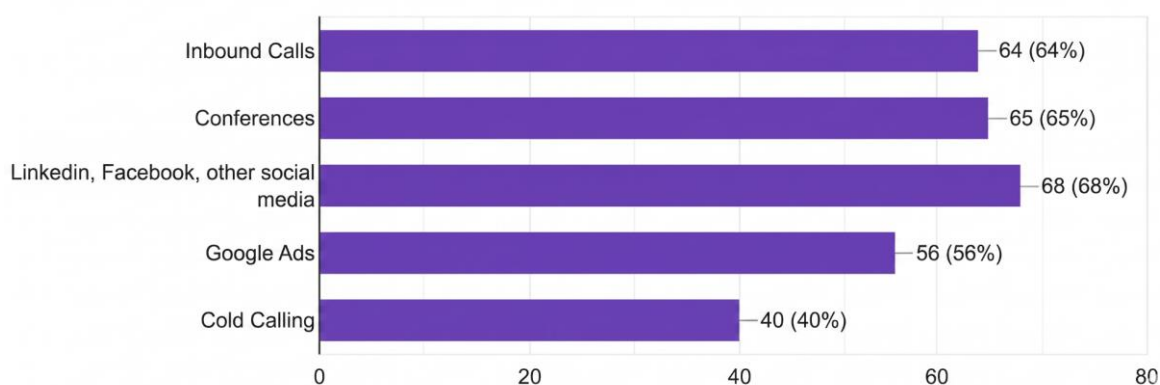


Fig. 6. Sales channels that use respondents.

Source: Author's survey of 100 respondents.

It is illustrated in the answers, a lot of channels are intertwined. The most popular channels are social media, conferences, and inbound calls. 68, 65, and 64% accordingly. 40% use cold calls, and 56% use Google ads. An important factor in a successful sales process is the role of education in sales. The next figure shows how many respondents took part in sales training.

7. Have you ever take part in sales trainings?

101 responses

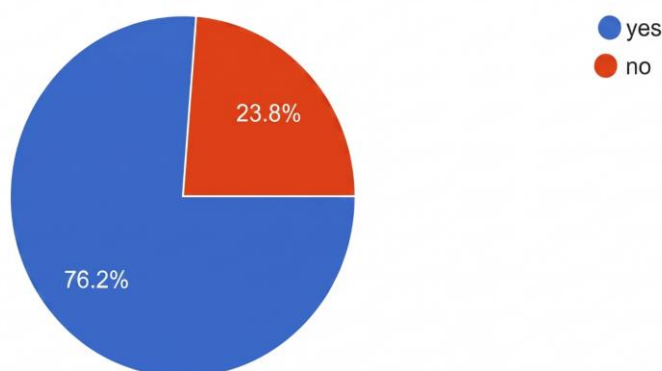


Fig. 7. Participation in sales training.

Source: Author's survey of 100 respondents.

Good results show this indicator as 76% took part in educational programs and only 24% didn't. But what is the result of these findings? The answer to this question can be found in the next figure.

8. If yes, did you get a positive results from the trainings?

100 responses

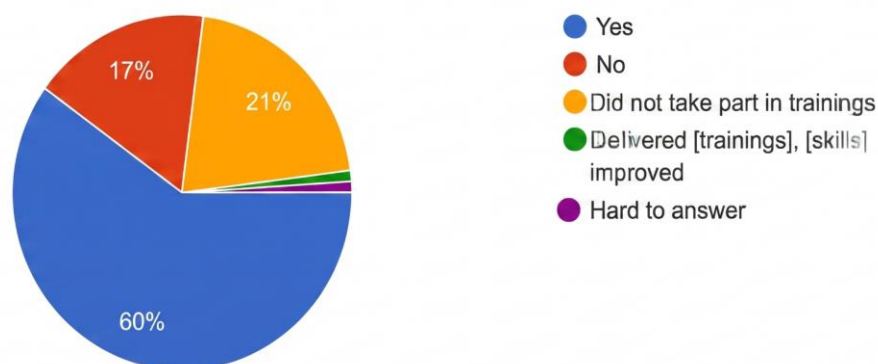


Fig. 8. The results of the educational sales programs for sales managers.

Source: Author's survey of 100 respondents.

The Figure 8 shows that 60% really get a positive impact from studying and their sales KPI increased, while only 17% of respondents answered that they get no positive results from studying, it may depend on the trainer, but in most cases, it depends on the personal results of the salesperson, their active participation during training and implementation of achieved knowledge in practice. The questionnaire figures show the numbers and the level of income of respondents.

9. What is your average income?

100 responses

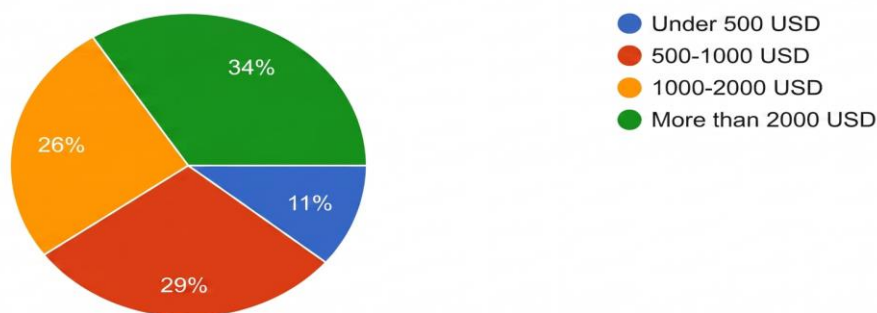


Fig. 9. Level of income of respondents.

Source: Author's survey of 100 respondents.

The largest share of respondents (34%) reported earning more than USD 2,000, which supports the notion that sales is a promising profession in the labor market. At the same time, 26% of respondents earn between USD 1,000 and 2,000, another 26% report incomes ranging from USD 500 to 1,000, and only 11% earn less than USD 500. These figures indicate that sales professionals tend to earn above the average salary level in Kyiv. According to Work.ua, the average salary in Kyiv is approximately USD 600. However, despite relatively high income levels, the profession is not without challenges. The study also examines the key problems faced by sales professionals in their work, as illustrated in Figure 10.

As illustrated in Figure 10, 56% of respondents identified cold calling as the most disliked aspect of their work. This may suggest that many employees feel insufficiently prepared or lack confidence in this area.

In many cases, people tend to dislike tasks for which they have not received adequate training or developed the necessary skills. Therefore, if employees were provided with training in cold calling techniques, self-motivation, and performance-oriented strategies, this issue could be significantly reduced. This indicates a management gap: insufficient investment in staff training and professional development.

The second major challenge reported by respondents is client rudeness, which is a common issue across customer-facing professions. In addition, 19% of respondents indicated a lack of product knowledge, while 13% reported insufficient knowledge of how to close a deal. Furthermore, 16% stated that they lack enough energy and



motivation, 9% expressed low confidence in the company, and 8% felt insufficient support from management.

10. What problems did you face during the sales process?

98 responses

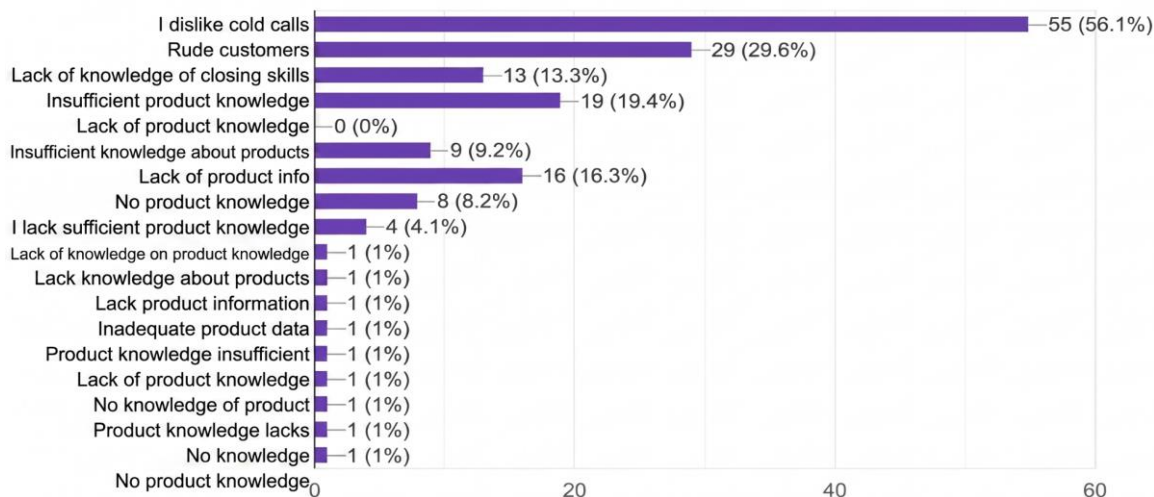


Fig. 10. The main problem during the sales process.

Source: Author's survey of 98 respondents.

To summarize, most of these challenges could be addressed through qualified and effective management that invests in employee education, training, and support. Such measures could contribute to improved sales performance, increased company profitability, and greater employee satisfaction. The essence of life of any person is to feel happy, and the next figure discloses if a sales person feels happy or not.

11. Do you consider yourself a happy person (successful)?

100 responses

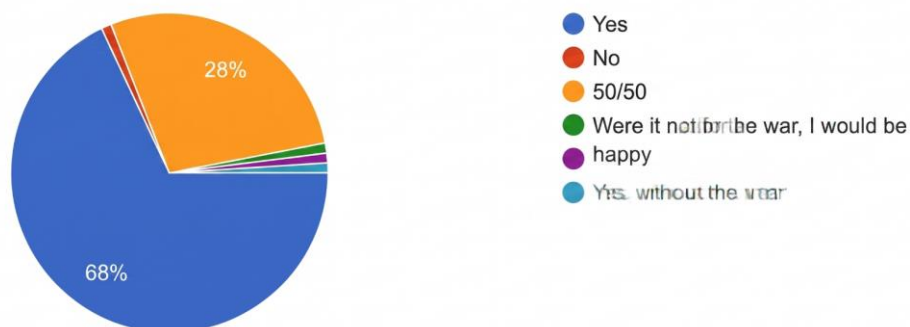


Fig. 11. Distribution of respondents according to the level

Source: Author's survey of 100 respondents.



As the paper highlights, almost 70% of people consider themselves happy, and almost 30% are not sure about it. That reflects the general statistics in Ukraine that 70% of the population consider themselves happy, but 16% consider themselves unhappy; in our case, only 1% consider themselves unhappy [12] That means that the sales profession makes people happy and, more satisfied, more solvent, which leads to a Stable Economy in Ukraine.

Incorporating perspectives from strategic sales leadership, the author identified several key recommendations for improving sales performance. One of the most common mistakes made by salespeople is attending meetings unprepared, particularly when they are the initiators. A frequent issue is when a manager poses questions that could have been answered using publicly available information. Platforms such as LinkedIn, as well as search engines like Google, provide extensive data about companies, individuals, their professional interests, and even personal hobbies. It is crucial to gather and utilize this information in preparation for meetings.

Another common shortcoming is the lack of knowledge regarding key competitors and their competitive advantages. Understanding the differentiators between one's own company and its competitors is essential for an effective sales strategy. This aligns with the principles of the Blue Ocean Strategy, which emphasizes the creation of uncontested market space—referred to as a “blue ocean”—where competition becomes irrelevant, and opportunities are limited only by one's imagination.

Another common mistake in sales is focusing solely on highlighting the advantages of the product while neglecting to emphasize the potential for long-term cooperation with the company. In the current business environment, clients tend to choose partners with whom they feel a sense of comfort and trust. Price is often not the determining factor; rather, favorable and transparent conditions for collaboration play a more significant role. Therefore, investing in the development of a trustworthy relationship with the client is essential.

Sales managers frequently assume that products will sell themselves in the B2B sector. However, approximately 90% of B2B sales are still conducted by individuals through direct negotiation. Those who maintain active engagement with clients—through regular communication, personalized greetings on holidays and birthdays, and other gestures – are more likely to secure successful deals.

Another critical issue is the failure to take notes during meetings. Many salespeople rely on memory, assuming they will retain all relevant details. However, with multiple meetings per week, information can easily become conflated or forgotten. Bringing a notebook and taking notes not only helps retain important details but also signals to the client that their input is valued.

Additionally, neglecting to send timely reminders can hinder the sales process. Clients may forget about a proposal or indefinitely postpone a decision. Thus, maintaining regular and thoughtful follow-up communication is vital to sustaining interest and progressing toward a successful agreement.



A further factor contributing to decreased sales performance is the insufficient maintenance of relationships with existing clients. Prior research in relationship marketing indicates that retaining existing customers and developing long-term partnerships is generally more cost-effective than acquiring new ones. Consequently, organizations that fail to sustain post-sale communication risk losing opportunities for repeat business and cross-selling.

Another important dimension relates to professional identity and intrinsic motivation within the sales function. Sales activities require a combination of interpersonal skills, resilience, and adaptability, making them among the more demanding roles in the labor market. A lack of professional engagement and motivation may negatively affect performance outcomes, particularly in activities requiring consistent communication, such as client meetings, negotiations, and follow-up interactions.

Continuous professional development represents a critical determinant of sales effectiveness. Sales professionals are required to regularly enhance their competencies in response to evolving market conditions, customer expectations, and competitive environments[13]. In this context, motivation can be supported through structured learning, performance feedback, and exposure to best practices within the industry.

The ability to effectively manage rejection is also a key component of sales performance. Negative responses from clients constitute an inherent part of the sales process and should be interpreted as informational feedback rather than personal failure. Analytical evaluation of unsuccessful interactions allows sales professionals to refine their approaches and improve future outcomes.

Furthermore, a lack of accountability for sales outcomes, particularly in relation to closing deals, can significantly hinder performance. Systematic analysis of both successful and unsuccessful transactions is essential for identifying errors and optimizing sales strategies. Collecting feedback from potential clients regarding decision-making factors provides valuable insights for adjusting communication techniques and value propositions.

Another critical issue is the underestimation of the continuous need for new client acquisition. Sales processes are inherently cyclical and often involve extended timeframes, especially in complex B2B environments. The completion of a transaction typically reflects efforts initiated weeks or months earlier. Therefore, a temporary focus on closing existing deals without maintaining an active pipeline of prospective clients may lead to future declines in sales performance.

Sustainable sales growth requires a balanced approach that integrates ongoing prospecting activities with relationship management and deal execution. Organizations that ensure a consistent flow of new leads, while simultaneously nurturing existing client relationships, are better positioned to achieve stable and long-term revenue generation.

Conclusions and prospects for further research. The present study offers a comprehensive empirical assessment of sales management dynamics, specifically



identifying critical professional impediments and structural bottlenecks inherent in sales activities. The findings demonstrate a robust correlation between deficient professional training and the prevalence of systemic operational issues, such as informational gaps in product knowledge and sub-optimal closing competencies. Consequently, the data substantiate the premise that insufficient investment in human capital development remains a primary constraint on organizational performance and sales outcomes. The theoretical and practical contribution of this research is twofold. First, it addresses a significant gap in the literature by providing empirical evidence from the Ukrainian market—a region historically underrepresented in global sales management discourse. Second, the study adopts an integrative multidimensional approach, simultaneously examining three variables rarely addressed in a single framework: instructional design (training), remuneration trajectories (income), and subjective well-being (job satisfaction).

The results further suggest that systematic professional development is positively associated with both quantifiable performance metrics and enhanced psychological capital among sales personnel. Thus, the implementation of structured pedagogical interventions and the refinement of managerial frameworks are recommended to optimize sales functions.

Prospects for future research are directed toward a more granular analysis of the divergent dynamics between B2B and B2C sectors, as well as online and offline sales modalities. Furthermore, subsequent studies should explore the longitudinal linkage between job satisfaction and performance challenges. Expanding the geographical scope through comparative cross-market analyses will be essential to validate the generalizability of these findings across diverse economic environments.

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