

SALES + REVOPS / PRACTICAL GUIDE

Your Lead Score Is Useless If Nobody Knows Who to Call Next

Decide the call order before you buy a model or argue about scoring math

For B2B SaaS sales and RevOps leaders considering lead scoring

The real decision is not the score. It is the queue.

Before you buy software, build a model or tune score values, decide what should change in the salesperson's day. Who gets called first? Who gets worked later? Who leaves the active queue? GTMA's recommendation is to agree those actions before designing the score. If the score never changes the order of work, ask what decision it is actually helping you make.

A Frontiers in Artificial Intelligence case reports one company needed a lead scoring model that was not static so marketing and sales could decide the order of attention to give leads based on conversion probability. The same case says sales representatives often lacked early-stage information to judge probability and focused on qualifying leads without an established order. This is a reported single-company case, not a SaaS benchmark. [1]

When a queue rule is worth the effort

A credible alternative is to keep first-in, first-out handling or individual rep review instead of introducing scoring. That can be reasonable when lead volume is low, every enquiry already receives prompt attention, or each account requires substantial research before outreach. Do not add a queue-management exercise unless there is a real prioritisation problem.

But if reps are already making tradeoffs under uncertainty, a simple queue rule is better than pretending no rule exists. It makes judgment visible. It also gives RevOps something concrete to inspect later when the team eventually decides whether to automate or model the process.



Worked Example: a fictional daily queue with exceptions

Fictional example: a SaaS team has four leads and limited time today. Lead A is a target account that requested a demo. Lead B downloaded a guide but has not requested contact. Lead C was introduced by an existing customer and agreed to a conversation. Lead D fits the target profile but has not replied to the team's agreed outreach sequence.

In this fictional example, respond to A first and arrange the conversation with C next. Keep B in the agreed nurture process: a download alone does not establish a wish to speak to sales. Move D out of today's active list, with a named owner and a future review date. These are example choices for this team, not a universal order or an instruction to abandon silent accounts.

The fictional team also records exceptions. An existing commitment to C could put that conversation first. If A is outside the served market, explain that promptly or route the enquiry appropriately. If B replies asking for help, reassess the priority. The rule should respond to new information without making every exception a secret judgement call.

A credible simple alternative to a model

You do not need predictive modelling to start. A usable first version is a worksheet with three dimensions: fit, engagement, and freshness. Fit asks whether the account belongs in the territory or target list. Engagement asks whether the lead has taken an action that justifies rep time. Freshness asks whether that signal is recent enough to matter for today's queue.

Keep the categories simple. The goal is a repeatable order of attention that reps can explain and managers can challenge. Start with named actions and owners. Add a numerical score only when it helps make a decision that these rules cannot handle well.



When this recommendation changes

Do not force this approach unchanged into every motion. If every inbound lead is worked immediately because volume is low, the queue rule matters less. If your company sells only through scheduled qualification and no rep self-prioritizes, the workflow may belong in routing rather than scoring. If legal, product, or territory constraints dominate outreach order, encode those as gates before any score is applied.

Try the rules for one working week as an operational check, not proof of a revenue lift. Record requested conversations that waited too long, leads contacted without a clear reason, and exceptions managers had to resolve. Compare these with your agreed response standards. If the rules delay genuine requests or create unnecessary work, change them before buying software.

The source - and what it does not prove

[1] The relevance of lead prioritization: a B2B lead scoring model based on machine learning

Frontiers in Artificial Intelligence | Published 2025-03-07

[Read the original study](#)

We use a reported problem from one company: sales teams lacked a clear order for working leads. This does not establish a SaaS benchmark or prove GTMA's proposed queue rules improve conversion. The worked example is fictional. The worksheet and recommendations are GTMA's practical judgement, with the conditions and limits described above.



Put it to work

Write the rules your team will actually use.

Worksheet purpose

GTMA's proposed exercise: agree who receives attention next, who owns the action and when deferred leads are reviewed. Adapt it to your team; it is not a validated scoring method.

Queue buckets

Define actions such as respond to a request, arrange an agreed conversation, nurture, or review later. Assign an owner and a response or review deadline to each.

Criteria

For each bucket, define simple criteria under fit, engagement, and freshness. Use plain language such as target account, demo request, referral, recent reply, or no response after repeated outreach.

Exceptions

List the few situations that can override the default queue, such as strategic account status, territory rules, disqualification, or out-of-segment demo requests.

Completed fictional example

Fictional answer: A requested a demo - respond first. C agreed to an introduction - arrange the call. B downloaded a guide - nurture unless a stronger signal appears. D has not replied to the agreed sequence - defer with an owner and review date. Honour existing commitments and reassess new requests.

One-week test

For one working week, record delayed requests, follow-ups without a clear reason, and manager exceptions. Check against your response standards. Keep, change or remove each rule; this short trial cannot establish conversion or revenue impact.