

OMNITECH CAPITAL

Investor Memo

The integrated AI-native Go-To-Market operating group.

Five operating businesses. One coordinated strategy. Built for the decade that replaces the 2022 GTM playbook.

PREPARED BY

Zeeshan Idrees · Founder & CEO

FOR

Venture and private equity investors, strategic partners, and institutional readers.

CONTENTS

Nine sections, with one analogy running through them.

0	The Precedent · Bloomberg for B2B Go-To-Market	3
1	The Market Shift	5
—	<i>The Future Bet · AI agents reshape the services layer</i>	7
2	The Market Opportunity	8
3	The Operating Group	9
4	Why This Structure Is Defensible	10
5	The Closed Loop · The Real Moat	12
6	Competitive Defensibility	14
7	The End State	15
8	Where We Are	16
9	Why This, Why Now, Why Us	18
—	About the Author	19

Click any entry to jump. Click any gold underlined text throughout the memo to follow a link.

SECTION ZERO · THE PRECEDENT

Bloomberg for B2B Go-To-Market.

Every category-defining company owns the **decision layer** of the market it serves. In capital markets, that layer is owned by Bloomberg L.P. In B2B revenue markets, that layer is being built by Omnitech.

This memo is organised around one analogy. Bloomberg built the intelligence and execution layer for financial markets. Omnitech is building the intelligence and execution layer for revenue markets. The mechanics are structurally identical.

WHAT BLOOMBERG ACTUALLY IS

Bloomberg is not a media company, a data provider, or a software tool. It is **integrated decision infrastructure for financial professionals** — four layers owned under one roof:

Data. Proprietary real-time price, volume, and market microstructure data.

Intelligence. Bloomberg News, analytics, and editorial produced by its own journalists and quant teams.

Workflow. The Terminal — the single surface where financial decisions are researched, debated, and committed to.

Network. Messaging and trading — the professional network where counterparties coordinate and transact.

The result: every serious financial decision flows through one integrated surface. Bloomberg does not compete in categories — **it is the category**. That is what happens when one company owns the decision layer of a market.

SECTION ZERO · CONTINUED

The structural mapping.

Every layer Bloomberg owns in finance, Omnitech owns in revenue. Not by coincidence — by deliberate structural design.

LAYER	BLOOMBERG	OMNITECH EQUIVALENT
DATA	Real-time market data feeds	Buyer signals from publications, campaigns, and platform interactions
INTELLIGENCE	Bloomberg News & analytics	GTM Bench Review, BoardroomAI, VerticalAI
WORKFLOW	The Terminal	ENAI — AI-native GTM operating system
EXPERTISE	Analyst network	GTM Bench — senior fractional operators
EXECUTION	Messaging & trading	IndustryGeniuses + ENAI execution layer
NETWORK	Chat / professional network	GTMplus community + Inner Circle

The interpretation. Bloomberg helps you decide what to trade — and executes the trade. Omnitech helps you decide who to target — and executes the pipeline. The structure repeats because the economics repeat: the company that owns the decision layer captures the category, not the tools beneath it.

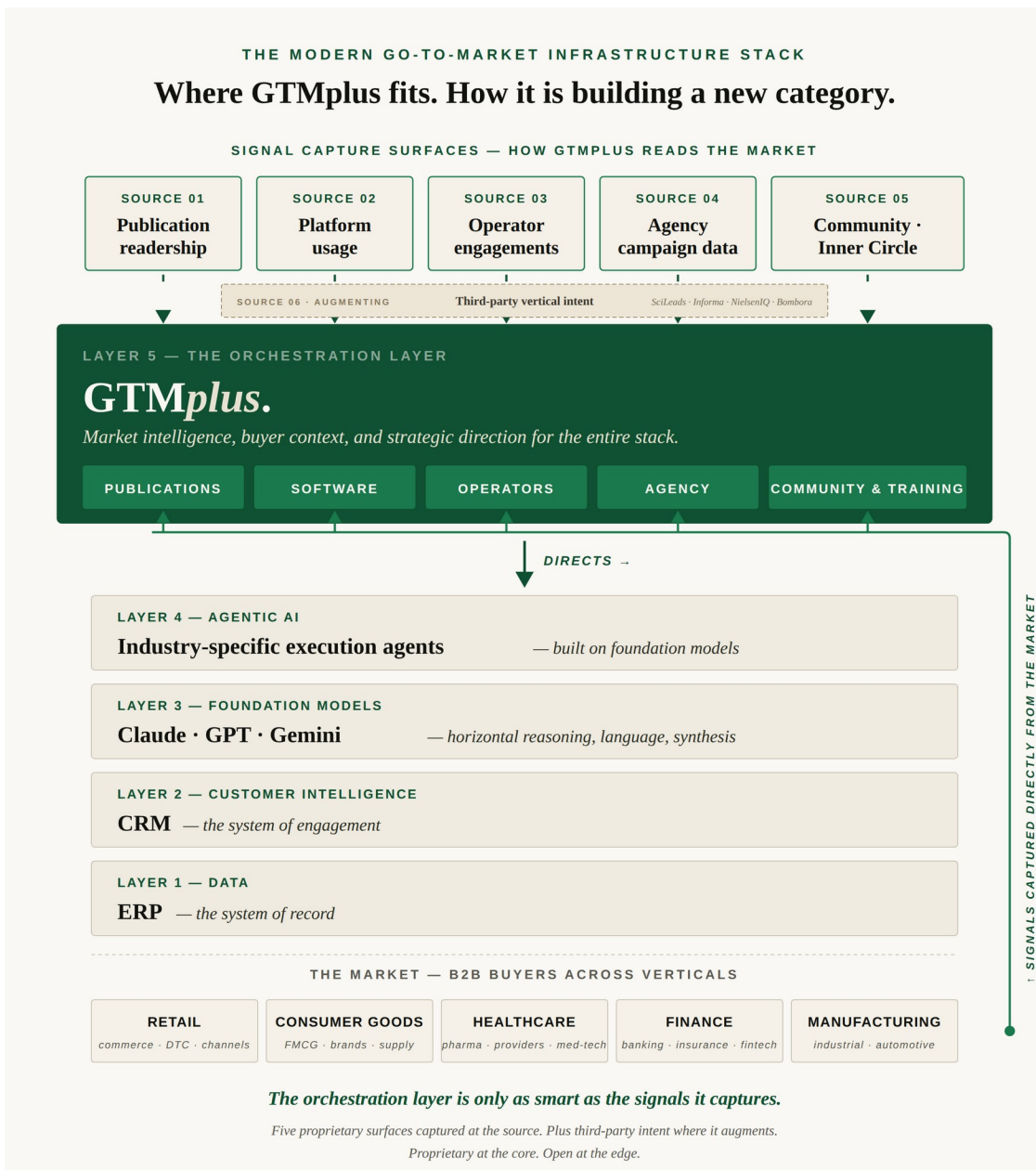
The memo that follows lays out this thesis in detail — the market shift, the opportunity, the operating group, and why this structure is structurally defensible against every incumbent that already owns a piece of the stack.

SECTION ONE

The market shift.

In an AI-native B2B stack, Go-To-Market is no longer a department. It is the **orchestration layer** — the fifth layer of the revenue architecture, above data (ERP), customer intelligence (CRM), agentic AI, and foundation models.

The lower four layers are getting more powerful and more commoditised every quarter. Every vendor has access to the same CRM data, the same Claude API, the same agentic frameworks. The differentiation is no longer who has the best model. **The differentiation is who knows what to point the model at.** That answer cannot be generated by any of the lower layers. It lives one layer above.



Without the GTM orchestration layer, the AI stack is a very fast engine with no destination.

This architectural shift is why every decade of B2B software consolidates around a different layer. The last cycle was Salesforce absorbing the horizontal sales stack between 2005 and 2015 — the CRM layer. What came before that was the ERP consolidation of the 1990s — the data layer. Each time, the companies that own the emerging strategic layer, not the point tools beneath it, capture the category.

The next cycle is organised around **the GTM orchestration layer** — AI-native buyer-signal reading, interpretation, and execution. The old Go-To-Market playbook (outbound volume, sequencing, cold demand generation) is breaking in public. Pipeline predictability is falling. Buyer journeys are fragmenting across AI-first research tools. The signals that matter aren't in CRMs any more.

The companies that win the next decade will own the orchestration layer, not the volume layer.

This is why the category is fragmenting before it consolidates. There are hundreds of single-point vendors — sales intelligence tools, fractional networks, demand generation agencies, newsletters, community platforms — each winning fractional market share and commoditising. Each one solving a slice. None solving the architecture.

The structural winners of the next cycle will not be individual product companies. They will be **integrated operating groups** that own the full orchestration layer — proprietary buyer-signal infrastructure, AI-native execution software, senior operator talent, demand generation execution, and a community flywheel — under one coordinated strategy.

Omnitech Capital is building that group.

**Building that group is the near-term work.
The structural bet is larger.**

THE FUTURE BET

AI agents reshape the *services layer*.

Across every industry, **AI agents will perform the tasks** that advisory firms, software implementers, and departmental teams bill by the hour today. The *services layer* is being rebuilt from the inside.



\$1.5T+

THE ADVISORY LAYER BEING DISRUPTED

Consulting · analyst research · software implementation – human services that AI agents will absorb into a subscription layer.

The opportunity.

Every industry – hospitals, retailers, manufacturers, financial services, logistics – will rebuild around **AI workforces orchestrated by partners, not implemented by consultants**. The services layer becomes a recurring AI agent subscription layer. **Omnitech operates at this layer.**

**The category Omnitech is building is larger than today's GTM software stack.
It is the operating system for commercial growth in the AI economy.**

Win Go-To-Market. Absorb the services layer. Operate the AI-native industry.

The market opportunity that follows sizes the Go-To-Market category as it stands today. The structural opportunity compounds far beyond it – into every industry vertical an AI-native operating group can serve.

SECTION TWO

The market opportunity.

The integrated Go-To-Market stack Omnitech is building addresses a **\$235B+ addressable market today, projected to exceed \$625B by 2030** — spanning sales technology, revenue operations, demand generation, B2B marketing, GTM talent, media and community, and enablement training.

These are not overlapping segments. Each is a distinct line of spend inside a modern revenue organisation, and each is growing. The Omnitech operating group is structured so that every unit maps directly to one or more of these segments — five coordinated businesses, seven addressable segments, one integrated category:

SEGMENT · OPERATING UNIT	TODAY	PROJECTION
Sales Acceleration Technology · ENAI	\$124.4B	\$409.4B by 2033 IMARC Group
CRM & Revenue Operations · ENAI	\$25.7B	\$75.4B by 2029 Gartner / Technavio
B2B Demand Generation Services · IndustryGeniuses	\$8.0B	\$15.0B by 2033 Strategic Revenue Insights
B2B Marketing Spend · IndustryGeniuses + GTMplus	\$18.9B	\$30.8B by 2030 Research and Markets
GTM Talent & Fractional Services · GTM Bench	\$14.2B	\$25.9B by 2030 Research and Markets
B2B Media, Events & Community · GTMplus	\$40.0B	\$60.0B+ by 2030 AMR / IAB / Statista
B2B Sales Enablement & Training · GTM Institute	\$5.7B	\$11.8B by 2030 Grand View Research

The table is not a collection of adjacent markets — it is the architecture of the group. **ENAI** anchors Sales Acceleration and RevOps. **IndustryGeniuses** captures B2B Demand Generation and a share of B2B Marketing Spend. **GTM Bench** owns the GTM Talent and fractional operator segment. **GTMplus** sits across B2B Media, Events, and Community — the decision-maker mindshare that informs every dollar of revenue spend above. **GTM Institute** addresses the B2B Sales Enablement and Training layer focusing on new AI roles such as GTM Operator, AI Prompt Engineer, AI Content Orchestrator, and AI RevOps Specialist — the growing spend on making commercial teams AI-fluent and category-ready.

The segments are separately large. The structural winners will be the groups that serve them as one.

Most of these segments today are being served by point-tool vendors and single-service providers — the same fragmentation pattern that characterises pre-consolidation categories. The investment thesis is that the next decade rewards the operating groups that integrate across them. **Omnitech is building for that integration.**

SECTION THREE

The operating group.

Omnitech Capital operates five coordinated businesses across the full Go-To-Market stack. Each is a standalone brand with its own customers, product, and economics. Together, they form the integrated operating group the category is moving toward.

01 **ENAI** · LIVE

AI-native sales intelligence and engagement software. Built AI-first from the ground up — not AI bolted onto a legacy sales engagement tool. Signals, workflows, and automation across outbound, pipeline, and RevOps, built for how revenue teams actually work in the age of AI.

02 **GTM Bench** · LIVE

Senior fractional Go-To-Market operators — Director to CxO — deployed into B2B companies at the growth inflection. All four GTM disciplines: Revenue Operations, Demand Generation, Marketing, Sales. Plus Industry Advisors with deep sector expertise. Operators who've led GTM at Salesforce, Google, AWS, McKinsey, Deloitte, PepsiCo, and Nestlé.

03 **IndustryGeniuses** · LIVE

The execution agency for B2B companies that need real pipeline, not creative awards. Demand generation, ABM, content, and campaign execution — run by practitioners, measured against revenue outcomes, not vanity metrics.

04 **The publications** · LIVE + IN BUILD

Three editorial properties covering different tiers of the revenue decision chain. GTM Bench Review (live, weekly) for GTM practitioners. BoardroomAI (in build) for board directors and C-suite. VerticalAI (in build) for industry leaders. One editorial operation. Three audiences. A proprietary buyer-signal network covering verticals and decision-makers.

05 **GTMplus Community & Training** · LAUNCHING Q3 2026

The membership flywheel and training layer — including GTM Institute. An open community tier for GTM practitioners, a VP+ Inner Circle with preferential commercial economics across the portfolio, and a training curriculum taught by the operators actively running revenue inside our client engagements.

New bet — High Street AI™.

UK vertical AI agents, built on the IndustryGeniuses execution layer. Services-layer disruption.

SECTION FOUR

Why this structure is defensible.

Most Go-To-Market platforms are tool stacks bolted together through acquisition. Most Go-To-Market agencies don't own proprietary media. Most Go-To-Market publications don't have operator practices underneath them.

Omnitech Capital owns all three layers, built from the same thesis, under one coordinated group.

The compounding logic

Each operating unit strengthens the others by design:

- 01 **The publications generate buyer-signal data at the source.** Our editorial properties cover industry verticals and C-suite decision-makers directly. The intent signals flowing through our network inform what we publish — and what our operators deploy into client engagements — before the market catches up.
- 02 **The operators interpret the signals into strategy.** The same senior GTM operators on our Bench contribute to our publications. Which means when a fractional CRO deploys into a client, they arrive with the context our editorial team has already compiled. The strategic onramp collapses from months to days.
- 03 **The software and agency execute the strategy into pipeline.** ENAI is the AI-native execution layer. IndustryGeniuses is the agency delivery arm. Both ship the campaigns, workflows, and signals our operators and publications identified upstream. No handoff friction because there is no handoff.
- 04 **The community compounds the whole.** GTMplus members receive preferential economics across the platform — turning single-product buyers into multi-product accounts, and turning customers into peer evangelists. Account LTV grows with every additional unit touched.

What this means commercially

Cross-unit economics that single-point vendors cannot replicate. Proprietary buyer-signal data that third-party providers cannot match. Operator talent with editorial depth that consulting firms cannot offer. An account architecture where every unit makes the others more defensible — and more valuable — over time.

This is not a flywheel diagram. It is a structural advantage.

SECTION FOUR · CONTINUED

Decision-maker access, on the buyer's invitation.

The structural advantage in Section 4 compounds only if senior buyers participate in the publications, the community, and the events. They do — because Omnitech earns the invitation, rather than buying the attention.

| THE VENDOR-INVENTORY CONTRACT

What conventional B2B media sells.

SUBJECT

The buyer is inventory. Audience packaged and resold to the highest-bidding vendor.

MECHANISM

Targeting. Intent data, retargeting, lookalikes, sponsored content placed against profiles.

CONTRACT

Vendor pays for reach. Buyer's attention is monetised without the buyer's consent.

OUTCOME

Diminishing returns. Senior buyers learn the pattern and disengage. Channel decays.

| THE BUYER-TRUST CONTRACT

What Omnitech is building.

SUBJECT

The buyer is the customer. The audience is owned by the people in it, not by who pays.

MECHANISM

Editorial intelligence senior buyers actually read. Community senior buyers actually join.

CONTRACT

Buyer participates by invitation. A data contract protects what they say in the room.

OUTCOME

Compounding returns. Each surface deepens the invitation. The invitation is the moat.

THE FOUR MECHANISMS

How the invitation gets earned.

- 01 **Editorial intelligence.** Buyers read because the analysis is worth reading. BoardroomAI, VerticalAI, GTM Bench Review — proprietary editorial covering the people making the decision, not the categories of products being sold to them.
- 02 **Community participation.** Buyers join because the peers are worth being among. VP+ Inner Circle and the GTMplus community — a vetted membership of senior operators that buyers participate in for the conversation, not the content.
- 03 **Data contract.** Buyers contribute because their participation is protected. Tier IV / Chatham House Rule data architecture. What is said in the room stays in the room. Aggregated signals reach the operating group; identifiable speech does not.
- 04 **Multi-surface compounding.** Buyers stay because each surface increases the value of the others. An editorial property feeds the community. The community feeds the events. The events feed the operating group. Each surface deepens the invitation; the invitation deepens the moat.

The structure compounds the invitation. The invitation is the moat.

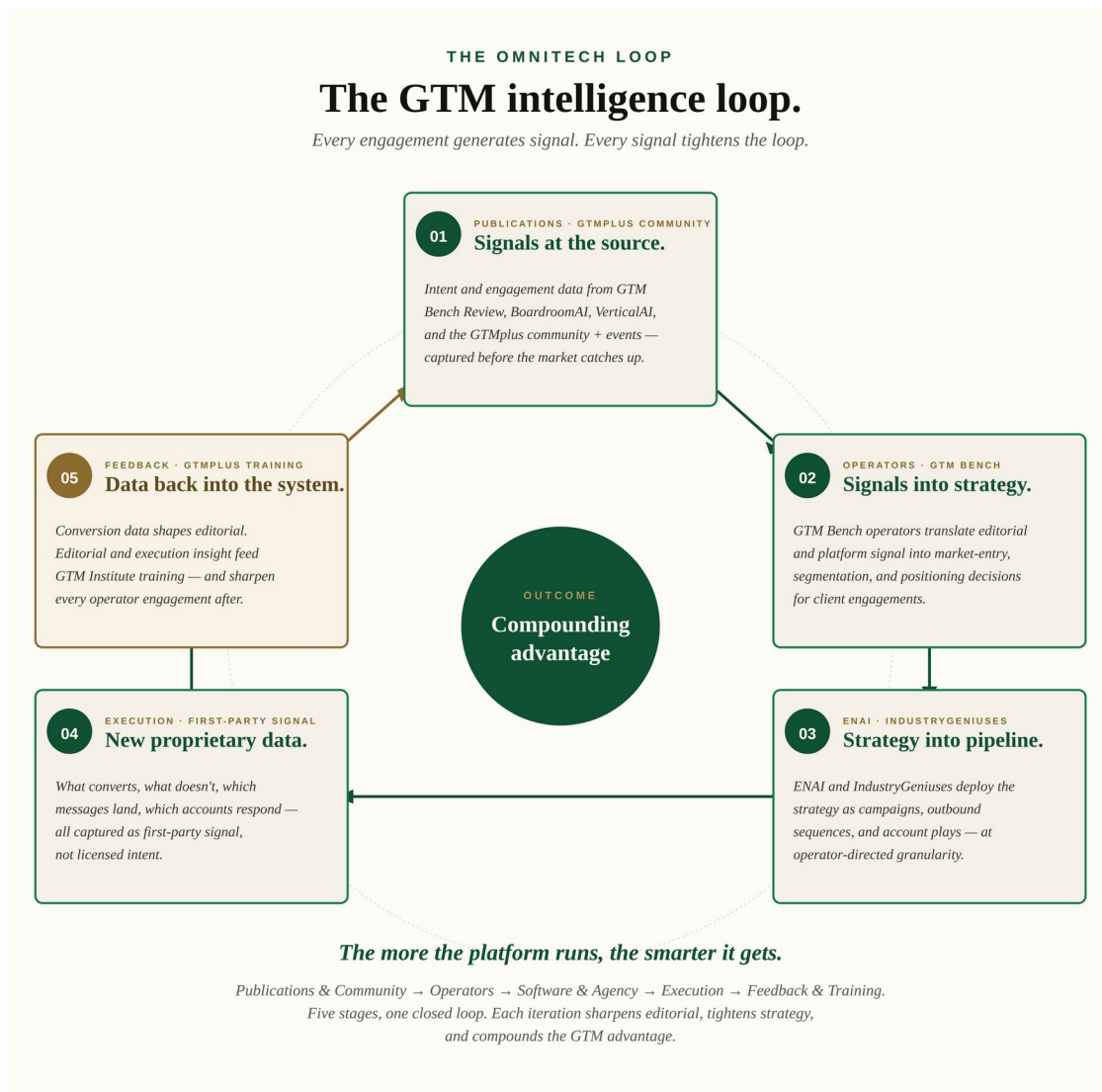
SECTION FIVE · THE CLOSED LOOP

The real moat is the data flywheel.

Bloomberg's real moat isn't the terminal. It's the **data flywheel underneath it**. Every trade executed inside the Terminal generates new proprietary data. Which improves the signal. Which attracts more professionals. Which generates more trades.

The same loop is operational at Omnitech — deliberately designed, not incidentally emergent. It is the reason a company structured like this compounds, and a portfolio structured like a conventional holding group does not.

The Omnitech loop



01 Publications generate buyer signals at the source. Intent, seniority, industry, and topic engagement data from GTM Bench Review, BoardroomAI, VerticalAI — captured before the market catches up.

- 02 Operators interpret signals into GTM strategy.** GTM Bench operators translate editorial and platform signal into market-entry, segmentation, and positioning decisions for client engagements.
- 03 Software and agency execute into pipeline.** ENAI and IndustryGeniuses deploy the strategy as campaigns, outbound sequences, and account plays — at operator-directed granularity.
- 04 Execution generates new proprietary data.** What converts, what doesn't, which messages land, which accounts respond — all captured as first-party signal, not licensed intent.
- 05 Data feeds back into the system.** Conversion data shapes editorial. Editorial generates sharper signal. Sharper signal makes operator strategy more precise. Each loop tightens.

Others buy data. Omnitech creates data.

This is the critical distinction. Most GTM tooling is downstream of third-party intent providers — Bombora, ZoomInfo, G2, 6sense. They buy data, repackage it, and resell it. Their moat is brand and distribution, not data.

Omnitech's moat is structural: **proprietary buyer intent and GTM execution data, generated at the source.** The core surfaces are owned end-to-end — no licensing fee, no intermediary, no platform-level dependency. Third-party vertical intent (SciLeads, Informa, NielsenIQ, Bombora) is used selectively to augment vertical signal where it genuinely adds context — not as foundation. Four proprietary data surfaces:

Publications. What executives read, engage with, and search for across our editorial properties.

Campaign execution. What messages, accounts, and sequences actually convert — at the granularity of live pipeline outcomes.

Operator insight. What senior fractional operators see working across multiple B2B engagements each quarter.

Community interaction. Peer-level signals from the GTMplus community and Inner Circle — what VPs are privately worried about.

Every layer of the AI stack is getting more powerful. Every revenue team is getting more confused. That gap is the category.

SECTION SIX · COMPETITIVE DEFENSIBILITY

Why incumbents cannot build this.

Every existing player in the revenue stack owns a piece — but none owns the whole. That is not a temporary configuration. It is a structural consequence of how each of them grew up, and it is why Omnitech's operating-group model is defensible rather than replicable.

PLAYER	HAS	LACKS	VERDICT
CRM Salesforce, HubSpot	System of record	No intelligence layer. No direction. Just storage.	Knows who the buyer is — not what to do about them.
Point tools Sales engagement, ABM, intent	Fragmented execution	No unified context. No shared signal. No orchestration.	40 tools, each solving 2% of the problem.
Agencies & consultancies Traditional services model	Execution capacity	No proprietary data. No compounding advantage.	Every engagement starts from zero.
Publications & analysts Gartner, Forrester	Advisory authority	No execution layer. No software. No feedback loop.	Tell companies what to do — cannot help them do it.

The question none of them can answer

Every one of these players can tell you something about the buyer. CRMs know who. Point tools know what. Agencies know how. Analysts know why. **None of them can answer what to do next.** That answer requires all four signals in one place, interpreted by operators who have executed against the market this quarter, delivered through software and services that compound data on each engagement.

That is the layer Omnitech owns. It is also the layer none of the incumbents above can retrofit into their existing business model. A CRM vendor acquiring a publication brand does not create signal. An agency bolting on a community does not create compounding data. The integration has to be **designed from inception** — which is what Omnitech has done.

The barrier to building this is not capital. It is structure. And structure cannot be bought.

SECTION SEVEN · THE END STATE

The end state.

Bloomberg's end state is unambiguous: **every serious financial professional logs into the Terminal**. There is no parallel product, no competitive equivalent, no substitute that delivers the integrated stack at scale. The category is Bloomberg.

Omnitech's trajectory is the same, translated to revenue:

Every B2B revenue team consults Omnitech before making a GTM decision.

The decisions that flow through the system

An Omnitech-enabled revenue organisation does not make the following decisions in isolation, in 40 disconnected tools, or through one-off consulting engagements. They flow through one integrated surface:

Which market to enter. Editorial signal + operator insight tells you where demand is forming before the market catches up.

Which accounts to prioritise. First-party engagement data from publications + platform tells you which buyers are in-market now.

Which campaigns to launch. Campaign performance data + agency pattern recognition tells you what will convert in your segment.

How to coordinate the team. Fractional operator placement + community benchmarks tells you the right org shape for your stage.

How to manage pipeline. ENAI execution telemetry + strategic direction from operators creates a closed-loop revenue engine.

No single CRM does this. No agency does this. No consultancy does this. No publication does this. **Only an integrated operating group — by design — can deliver all five decisions from one platform.**

The platform is the signal. Every surface where Omnitech operates is a surface where it reads the market.

SECTION EIGHT

Where we are.

Omnitech Capital is in the build phase of a multi-cycle operating thesis. The first three operating units — ENAI, GTM Bench, and IndustryGeniuses — are live in-market with active customers. The publications and the community/training layers are the current build focus through 2026 and into 2027.

What is live today

ENAI. AI-native sales intelligence and engagement software, live with active customers across B2B SaaS and enterprise revenue teams.

GTM Bench. Fractional GTM operator network, live with active placements. 96-hour match from client brief to deployed operator.

IndustryGeniuses. Demand generation agency, live with active B2B clients across SaaS and enterprise verticals.

GTM Bench Review. Our weekly editorial publication for GTM practitioners — live, active subscriber base, new briefing every Friday.

What is in build

BoardroomAI — the board-facing AI briefing. Structured around the decisions that flow from the boardroom into GTM.

VerticalAI — vertical-specific AI intelligence for industry leaders, launching across multiple sectors.

GTMplus — the customer platform layer, Inner Circle membership, and GTM Institute training curriculum. Platform live with waitlist open; membership and training formally launching Q3 2026.

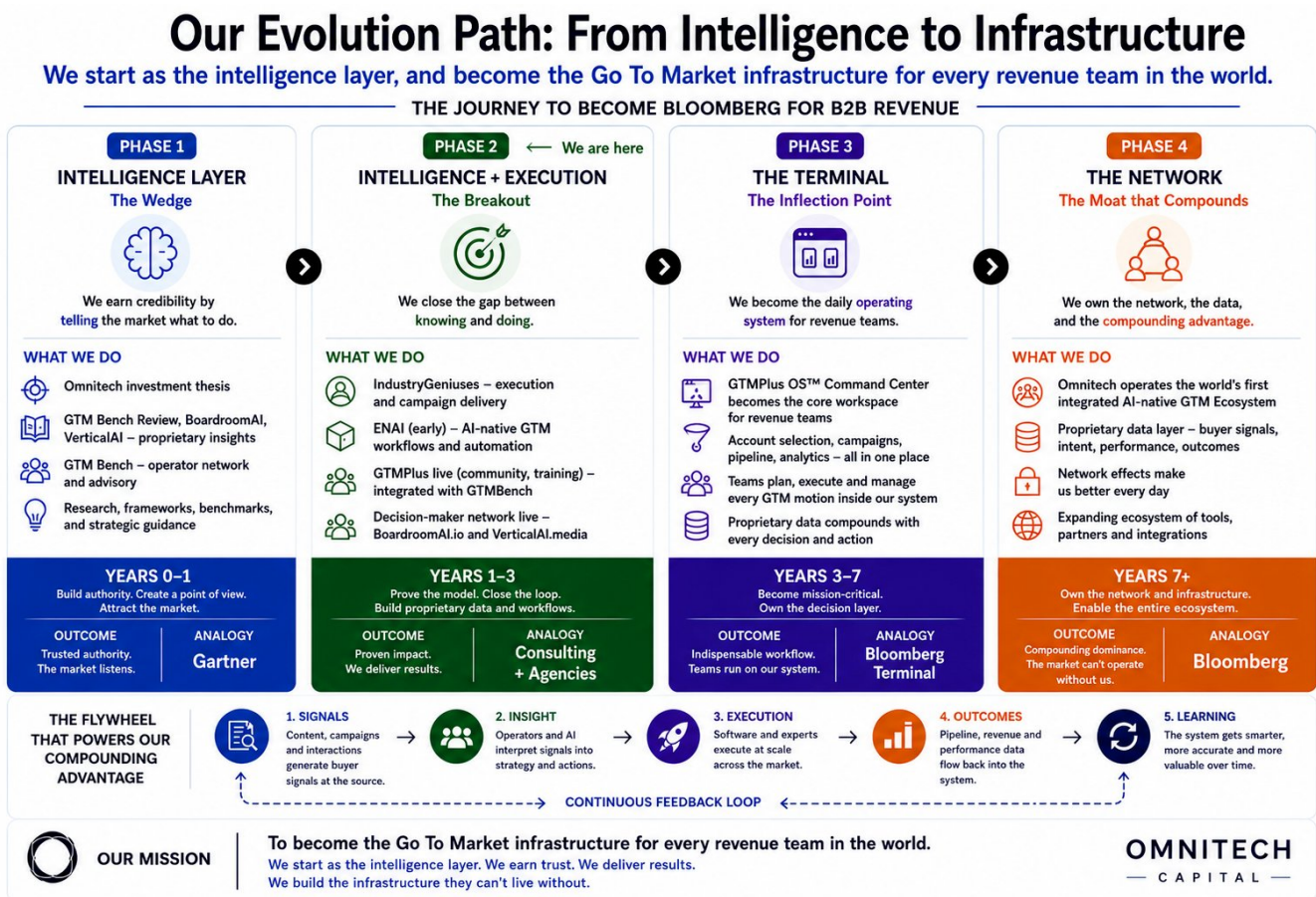
What is coming

GTM Summit London — our flagship in-person annual event for senior Go-To-Market leaders — is scheduled for Q4 2026. VIP access is reserved for GTMplus Inner Circle members and invited operators.

SECTION EIGHT · CONTINUED

The roadmap.

Four phases. One structural arc. Omnitech starts as the intelligence layer that tells the market what to do, closes the gap between knowing and doing through operators and AI-native execution, becomes the daily operating system revenue teams run on, and ends as the network and data layer the category cannot operate without. The same trajectory Bloomberg traced from analytics to terminal to trading network — translated to revenue.



We are in Phase 2 — Intelligence + Execution. The operating group is in the breakout window: proving the model, closing the loop, and building the proprietary data that carries us into Phase 3.

SECTION NINE

Why this, why now, why us.

Why this structure

Because the market is fragmenting before it consolidates, and the structural winners of AI-native GTM will be integrated operating groups, not point vendors. Because proprietary buyer-signal infrastructure is a data moat that cannot be bought. Because cross-unit compounding economics create account defensibility that single-product companies cannot match.

Why now

Because categories like this consolidate once a decade, and the consolidation for AI-native Go-To-Market is happening now. The last cycle was Salesforce absorbing the horizontal sales stack from 2005 to 2015 — the CRM layer. Before that, the ERP consolidation of the 1990s — the data layer. Each cycle, the integrated operating company that owns the emerging strategic layer captures the category.

The obvious assumption is that this decade's winner will emerge from the CRM incumbents (**Salesforce, HubSpot**) or the frontier AI platforms (**ChatGPT, Claude, Gemini**). Neither can. CRMs know who the buyer is but not what to do about them — no intelligence layer, no signal infrastructure, no operator network. Frontier AI labs can write the email but not tell you who to send it to — no GTM-specific data, no execution surface, no community of decision-makers. The orchestration layer sits above both, owning the signal capture, operator interpretation, and closed-loop execution that neither category has a structural path to build. **That gap is the window — and it forms once.**

Why us

Because we're building it. Three operating units are live. Four brands are already generating economic value. The thesis is being built by operators, not theorised by consultants. The proprietary media network is being assembled in real time, not acquired post-hoc. And the coordinated strategy across all five units is centralised under one group — not negotiated across independent boards every quarter.

The leverage of a 100-person GTM org — operated by a team of 10.

Omnitech runs on the orchestration layer it sells. **Ten human operators. 25+ AI agents — and growing every quarter.** We are not theorising AI-native Go-To-Market. We are running proof of it.

The open conversation

This memo is an invitation, not a pitch. The operating group is live and revenue-generating, with the rest assembling in months — not years — through LLM-leveraged operators. We have specific conversations we want to open: with investors for whom integrated operating groups are a deliberate thesis (not portfolio accidents), with strategic partners who see the same category shift, and with future operators who want to build.

If any of that resonates, the next step is a conversation.

ABOUT THE AUTHOR

Zeeshan Idrees.

Founder & CEO, Omnitech Capital · operator, investor, industry executive.



<p>20+</p> <p>YEARS IN B2B TECH LEADERSHIP</p> <p>Fortune 500 · global enterprise</p>	<p>3×</p> <p>ACTIVE PORTFOLIO INVESTMENTS</p> <p>ENAI · IndustryGeniuses · Spoon Guru</p>	<p>GTM AI</p> <p>AGENTIC GROWTH PIONEER</p> <p>Advisor to PE, VC, and founders</p>	<p>10×</p> <p>OPERATIONAL LEVERAGE</p> <p>10 operators · 25+ AI agents</p>
---	---	--	--

Zeeshan Idrees is a growth-focused commercial leader known for building and scaling high-performing B2B technology businesses — from Fortune 500 environments to high-growth startups.

With leadership roles at global organisations including Salesforce, Deloitte and Toys R Us, Zeeshan has developed deep expertise across go-to-market strategy, revenue operations, and hypergrowth at scale. He has consistently delivered strong commercial outcomes and built world-class sales organisations across SaaS and digital platforms.

Beyond his operator roles, Zeeshan is an active investor and industry executive. He works with a number of innovative companies including **IndustryGeniuses** (a B2B AI marketing agency), **ENAI** (a Salesforce engagement platform), and **Spoon Guru** (a GroceryTech platform).

Areas of expertise

GTM Strategy · Revenue Operations · Salesforce Ecosystem · Agentic AI GTM · Hypergrowth Scaling · PE & VC Advisory · SaaS & Digital Platforms · Sales Organisation Build

BOOK A CONVERSATION

30 minutes with Zeeshan Idrees.

Direct, candid, under NDA if useful. No decks, no pitch — a conversation about the thesis, the market, and what's useful to either of us.

→ [Book 30 minutes with Zeeshan](#)

Zeeshan Idrees

Founder & CEO, Omnitech Capital

omnitech.capital

Omnitech Capital Limited · Headquartered in London, UK