

How do cycle-survivor Canadian operators build IT budgets across three scenarios?

The cycle survivor's IT budget template for Canadian mid-market oil and gas operators. Three price scenarios (upcycle, mid-cycle, downcycle), the never-cut list, and the named triggers for switching scenarios. Built across two downcycles and 19 years.

FOR: ALL FOUR ARCHETYPES

VENCER GUIDE · JUNE 2027

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Three IT budget scenarios, three discipline patterns, named triggers for switching between them. The framework that operators who survived 2014-2016 and 2020-2021 wished they'd built earlier.

QUICK ANSWER

A cycle-survivor IT budget for a Canadian mid-market oil and gas operator is three budgets, not one. Upcycle scenario (\$90+ WTI sustained): opportunistic investment in capability and integration capacity. Mid-cycle scenario (\$65-90 WTI): steady-state with continuous improvement.

Downcycle scenario (\$40-65 WTI): deliberate compression preserving every baseline control. The never-cut list defines what stays through all three scenarios; named triggers (90-day WTI moving average, broker renewal signals, deal pipeline state) define when to switch between them.

~4,500 words·Approx. 18-min read·Companion to Crude Truth