YOUR COST OF INACTION OVER THE GROWTH WINDOW

$11.2M

Over the next 24 months — assuming you execute your growth plan — this is the cost of not closing your IT gaps now: delayed M&A, contract risk, talent leakage, audit exposure, and the integration debt that compounds across cycle turns.

Readiness gap: 71% below where you need to be

THE CYCLE PENALTY

Your hidden IT cost is asymmetric to the oil price.

$4.5M	$5.1M	$7.1M
Today	**Mid-cycle**	**Downcycle**
WTI $103 · WCS ~$73	WTI $75 · WCS ~$50	WTI $47 · WCS ~$25

The same operational gaps that cost you $4.5M at $103 oil cost you $7.1M at $47 oil. Decisions made now have small, bounded downside; the same decisions made at $40-50 WTI usually cannot be made at all.

19	30+	$12B+	11
YEARS IN	M&A DEALS	DEAL VALUE	YRS ZERO BREACHES

WHERE THE $11.2M LIVES

Cost-of-inaction breakdown

Calibrated against 19 years of Canadian oil & gas operator data. Each category below is a specific exposure with a specific dollar figure — not a generic "IT risk" estimate.

DELAYED M&A — $3.8M

$3.8M

Diligence-readiness gaps that delay or repriceone planned acquisition by 4-6 months. Cyber score below carrier threshold, vendor contracts buyer cannot absorb, missing IT capability narrative. Most operators leak 10-15% of deal value at this point.

CONTRACT RISK — $2.9M

$2.9M

Vendor lock-in (multi-year SaaS commits with no exit), license tier mismatch ($20-35/user/month overspend across 60 users), and the cyber control gaps that fail your 2026 renewal questionnaire. Compounds quarterly.

TALENT LEAKAGE — $2.6M

$2.6M

Senior operator turnover triggered by IT friction: missing automation in finance close, vendor sprawl consuming the IT lead, integration debt that makes acquisitions feel like punishment. Each loss costs ~$200-300K replacement + ramp.

AUDIT EXPOSURE — $1.9M

$1.9M

JIB aging trending above 5% of TTM revenue, vendor cyber attestations missing or stale, identity hygiene gaps. The audit cycle surfaces these in March-April; the remediation cost runs 3-4x what prevention would have cost.

What we'd recommend, in priority order

Within 30 days: Close the cyber posture gap. The 2026 carrier questionnaire requires evidenced controls, not attested ones. Most operators move from "declined" to "renewed" inside one quarter with focused work.

Within 90 days: Vendor stack audit (8 categories × 90 min each = 2 days of focused work, surfaces 15-30% of SaaS spend that's gone unnoticed). Consolidate to 12-15 vendors from 30-50.

Within 180 days: Write the IT capability narrative. If exit is in the 18-month window, this single document preserves 10-15% of valuation that would otherwise come out in diligence pricing pressure.

Want a 30-minute review of this report with a sitting CIO?

James D. Boyd, Vencer's founder and current CIO at Valeura Energy, runs a free 30-minute review of any cost-of-inaction report. No pitch deck. No proposal. Just the honest conversation about which $11.2M components are most worth attacking first.

Book the 30-min review →

WHAT THIS IS. WHAT THIS ISN'T.

Calibrated self-assessment based on 19 years of operator data. Not a full audit. The audit version is a 30-min CIO review with a defensible report you can take to your board, your CFO, and your broker. Free, genuinely.

→ Book the 30-min review

About the calculator: The Vencer Hidden IT Cost Calculator is calibrated against 19 years of Canadian oil & gas mid-market operator data, 30+ M&A IT diligence engagements, and 11 years of managed security operations. The cycle-asymmetric framing reflects that operational gaps cost more in downcycle conditions, when fewer levers are available.

What we do: Vencer Group is Calgary's managed IT, M&A technology, and cybersecurity partner for Canadian energy mid-market since 2007. 24/7 NOC/SOC across ESIEM (Canada) and Echo Protocol (Singapore) — owned sister entities, not third-party resold.