The Oil & Gas Buyer Map

The 8 people you're actually selling to inside an oil & gas company — the question each one is silently asking, and what wins them.

Entry points · The gates · The money seats · Emerging

1. Engineering & technical authority

The feasibility gate. Nothing advances until they believe it works.

Asking: “Will this actually work in our environment?”

Wins them: Data sheets, pilot results on comparable assets, references from operators in similar service.

2. Operations & OT leadership

The uptime owner. They buy risk reduction, not innovation.

Asking: “Will this disrupt production?”

Wins them: Uptime evidence, peer references, a plan that respects the turnaround schedule and MOC process.

3. IT & cybersecurity

The late-stage veto. They decide what crosses the firewall.

Asking: “What does this touch, and who can see the data?”

Wins them: SOC 2 or equivalent, a clear deployment architecture, on-prem/edge flexibility.

4. Procurement & supply chain

The qualification gate. They control whether you can be paid at all.

Asking: “Does this vendor meet our standards and terms?”

Wins them: A clean prequalification package the first time, clear terms, patience with the process.

5. HSE leadership

The safety conscience. A quiet veto that outranks enthusiasm.

Asking: “Does this add risk to people, the environment, or our compliance position?”

Wins them: A credible safety record (TRIR), certifications, an MOC-compatible rollout plan.

6. Executive & commercial leadership

The economic buyer. They fund a business case, not a technology.

Asking: “Is this worth the investment right now?”

Wins them: A quantified case in their units — barrels, downtime, dollars — a champion can carry.

7. Finance & ownership

The capital allocator. At PE-backed operators, the real power seat.

Asking: “What does this do to cash flow, and what happens at exit?”

Wins them: Payback inside hold-period math, cycle-flexible pricing, portfolio-peer references.

8. The AI & digital owner

The newest seat at the table — and often the least defined.

Asking: “Who owns this decision, and can we prove it?”

Wins them: Bounded use cases with measurable gains now, a credible governance path later.

Same title, different company

Company type	How buying changes
Supermajors & large independents	Committee-heavy and slow by design; internal alignment is the real sale. Hard to enter, durable once in.
PE-backed independents	Fewer layers, faster decisions; finance seat has unusual power. A sharp payback story can close in weeks.
Oilfield services & equipment	Commercial and operations seats dominate; they adopt what helps them win or deliver work.
EPCs & engineering firms	Project-driven; the engineer who specs you into a design has effectively bought for you.

Drawn from 80+ episodes of the Oil and Gas Sales and Marketing Podcast (hosted by ModalPoint president Matt Bertram) plus ModalPoint's structured buyer-research interviews and route-to-market validation work.