



CMCS INSIGHTS • DATA CENTRES

Data Centres

Digital delivery of data-centre programmes: the Day 0 to Day 2 lifecycle, phase gates, long-lead procurement, ERP integration and the KPIs owners should track.

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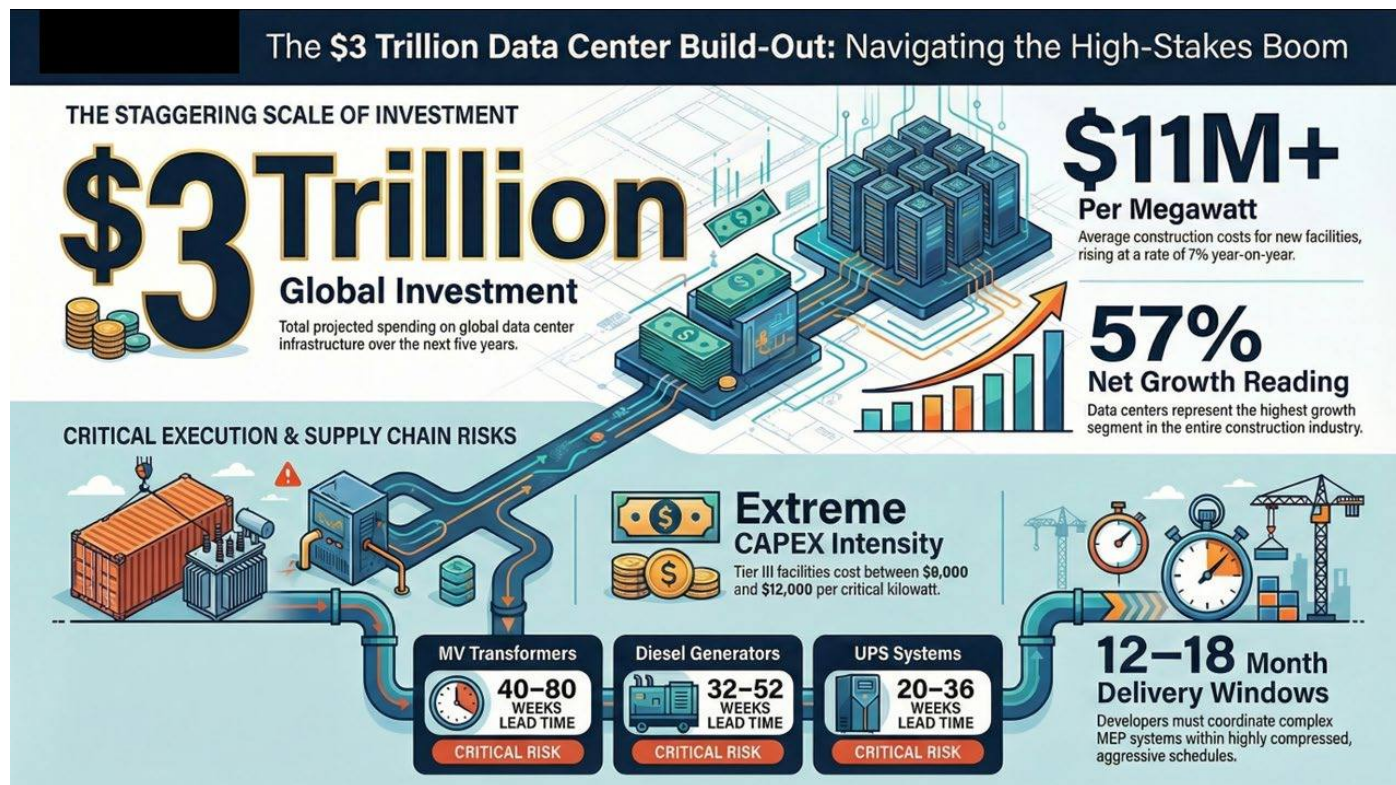
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The \$3 Trillion Build-Out Needs a Better Playbook

Why traditional PMIS platforms are failing the data centre construction boom

The numbers are staggering. Moody's projects \$3 trillion in global data centre investment over the next five years. Construction costs are rising at 7% year-on-year. Average build costs now exceed \$11 million per megawatt. And yet most data centre developers are still managing these multi-billion-dollar portfolios with project management systems designed for office buildings and highway projects.



Something is fundamentally broken.

The Scale Nobody Planned For

A decade ago, a typical data centre project delivered 4–12 MW in a single building. Today, hyperscale campuses span hundreds of megawatts across multi-building, multi-phase developments. The AGC's 2026 Outlook Survey confirms that data centres posted the highest net positive reading (57%) of any construction segment — the only category to record a double-digit gain from the prior year.

But scale alone is not the challenge. It is the convergence of scale, speed, compliance, and technical complexity that is overwhelming traditional project management approaches:

- **CAPEX intensity:** Tier III facilities cost \$8,000–\$12,000 per critical kW. A single miscalculation in cooling design or electrical redundancy cascades into millions in overruns.
- **Compressed timelines:** Operators demand 12–18 month delivery while coordinating MEP systems that are more complex than most industrial plants.
- **Equipment lead times:** MV transformers now require 40–80 weeks. Diesel generators take 32–52 weeks. A missed procurement window can delay an entire project by six months.
- **Standards pressure:** BICSI, TIA-942, Uptime Institute, and ASHRAE TC 9.9 each impose specific design, documentation, and compliance requirements that must be tracked at every phase gate.

Where Legacy PMIS Platforms Fall Short

Many enterprise PMIS platforms were engineered for a different era of construction. They offer impressive feature lists but fail to address the unique demands of data centre delivery:

- **Rigid data models:** Platforms that require months of configuration before a single project can be tracked create unacceptable delays when speed-to-market is a competitive weapon.
- **IT-dependent reporting:** When project managers cannot build their own dashboards without submitting a help desk ticket, real-time decision-making becomes a myth.
- **Siloed integration:** A PMIS that cannot communicate with ERP (for cost), BIM (for design), and DCIM (for operations) creates the very data silos it was supposed to eliminate.
- **Multi-year implementations:** An 18–36 months platform migration while managing active projects is not a strategy — it is a risk factor.

What Data Centre Owners Actually Need

The ideal data centre PMIS is not the biggest or the most complex platform on the market. It is the one that delivers visibility, integration, and speed:

- **Rapid deployment:** Weeks, not years. Pre-configured templates for data centre WBS structures, cost breakdown categories, and compliance checklists.
- **Self-service reporting:** Drag-and-drop dashboards with 200+ pre-configured reports that business users — not IT departments — can customise instantly.
- **Open integration:** REST and SOAP APIs connecting to Oracle Fusion, SAP, Autodesk ACC, DCIM, and Power BI without requiring expensive middleware licensing.
- **Full lifecycle coverage:** From site selection feasibility through construction, commissioning, and handover to operations — all in one platform.

PMWEB was built for exactly this. As a web-based, user-configurable capital construction platform trusted by organisations like Harvard University, the United Nations, and Atlanta Airport, PMWEB delivers enterprise-class capability with implementation timelines measured in months, not years.

The question is not whether your data centre portfolio needs a PMIS. It is whether your PMIS was designed for what data centres actually demand.

Next in this series: How the Day 0 / Day 1 / Day 2 framework transforms data centre project management from a spreadsheet exercise into a digitally governed lifecycle.

About PMWEB

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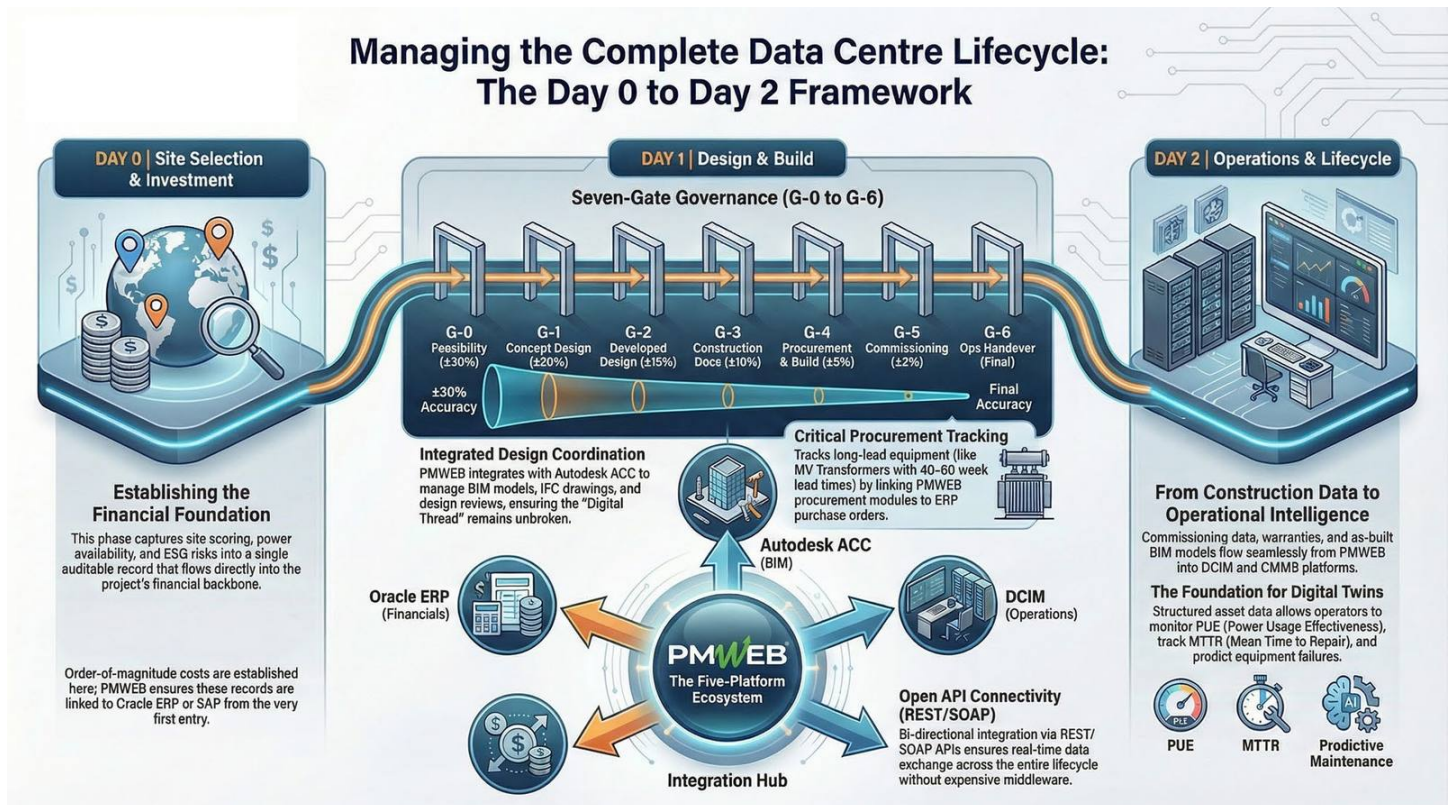
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Day 0 to Day 2: Managing the Entire Data Centre Lifecycle Digitally

A framework for connecting site selection, construction, and operations through a single digital thread

Most data centre developers think in phases: design, build, operate. But the smartest operators think in days — Day 0, Day 1, and Day 2. This capability framework is not just an organisational convenience. It is a strategic blueprint that determines whether your \$100M+ investment delivers returns or becomes a case study in cost overruns.



The Three-Day Model

Day 0: Site Selection & Investment

Day 0 is the gateway where investment decisions propagate through every downstream system. This is where order-of-magnitude costs (±30% accuracy) are established, site scoring models evaluate power availability, land cost, fibre connectivity, and ESG risk, and the financial backbone — typically Oracle ERP or SAP — receives its first project accounting records.

What most teams get wrong at Day 0 is treating it as a standalone exercise. When site evaluation data lives in spreadsheets disconnected from your PMIS, the first budget baseline is already compromised. A properly configured platform captures site scoring, financial evaluation, power availability assessment, and risk modelling in a single auditable record that flows directly into Day 1.

Day 1: Design & Build

Day 1 spans the full design-build lifecycle: concept initiation, standardised design, BOQ and BOM management, procurement, construction, and commissioning. This is where the PMIS earns its keep.

The critical capability at Day 1 is phase gate governance. A well-structured data centre programme runs seven phase gates (G-0 through G-6), each tightening budget accuracy from ±30% at feasibility down to final closeout. At each gate, the PMIS must validate: Is the budget within tolerance? Are long-lead equipment orders on track? Have standards compliance checkpoints been satisfied?

PMWEB's visual workflow engine, document control, BOQ management, and Earned Value Analysis modules are purpose-built for this level of governance. Unlike platforms that require months of custom configuration, PMWEB's drag-and-drop interface allows project controls teams to configure phase gates, approval hierarchies, and compliance checklists in days.

Day 2: Operations & Lifecycle

Day 2 is where construction data becomes operational intelligence. Asset lifecycle management, preventive maintenance, energy monitoring, and customer delivery all depend on the quality of the digital handover from Day 1.

The transition point is critical: commissioning data, O&M manuals, warranty records, and as-built BIM models must flow from the construction PMIS into DCIM, BMS, and CMMS platforms. PMWEB's asset management module structures this data for seamless handover, creating the foundation for operational digital twins that can monitor PUE, track MTTR, and predict equipment failures.

The Digital Thread That Connects All Three Days

The real power of this framework is continuity. When Day 0 feasibility data flows into Day 1 cost baselines, and Day 1 commissioning records flow into Day 2 operational KPIs, you create a single digital thread that eliminates the re-keying, version conflicts, and data loss that plague most data centre programmes.

PMWEB serves as the central platform spanning Day 0 feasibility through Day 1 construction, with structured handover to Day 2 operational systems. Combined with Oracle ERP for financial governance and Autodesk ACC for BIM coordination, this creates a five-platform digital ecosystem that covers the entire lifecycle.

The most expensive data centre mistake is not a cost overrun — it is losing institutional knowledge at every handover point between design, build, and operate.

Next in this series: How phase gate programmes and budget accuracy progression work in practice — and why $\pm 30\%$ at feasibility is not a guess, it is a methodology.

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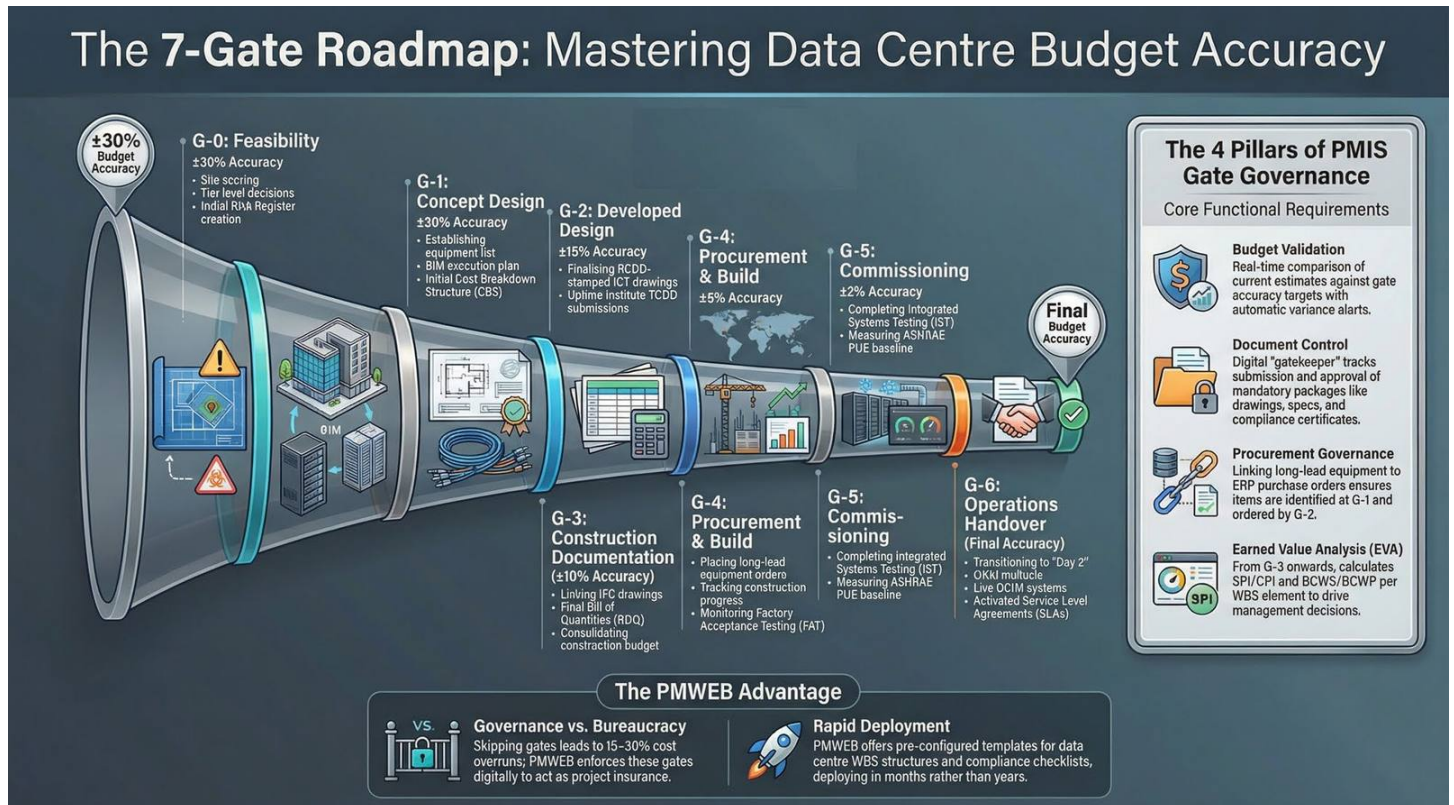
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Phase Gates Are Not Optional: How to Go from ±30% to Final

A data centre budget accuracy framework that prevents the overruns nobody saw coming

Here is a truth that most data centre developers learn the hard way: a ±30% order-of-magnitude estimate at feasibility is not a problem. It is a perfectly valid starting point. The problem is when that ±30% is still ±30% six months later because nobody implemented the phase gate discipline to progressively tighten it.



The Seven-Gate Programme

Industry-leading data centre developers run their programmes through seven structured phase gates, each with defined deliverables, budget accuracy targets, and compliance checkpoints:

Gate	Phase	Accuracy	Key Deliverables
G-0	Feasibility	±30%	Site scoring, Tier decision, OOM CAPEX, risk register
G-1	Concept Design	±20%	Concept drawings, equipment list, BIM execution plan, CBS structure
G-2	Developed Design	±15%	RCDD-stamped ICT drawings, TIA-942 checklist, Uptime TCDD submission
G-3	Construction Docs	±10%	IFC drawings, final BOQ/BOM, consolidated budget, procurement packages
G-4	Procurement & Build	±5%	Long-lead orders placed, construction progress, FAT reports, EVA tracking
G-5	Commissioning	±2%	IST complete, Uptime TCCF submission, ASHRAE PUE baseline measured
G-6	Ops Handover	Final	O&M manuals delivered, DCIM live, SLAs activated, M&O Stamp readiness

What Your PMIS Must Deliver at Every Gate

Phase gate discipline only works if the platform enforcing it can do four things simultaneously:

- **Budget validation:** Real-time comparison of current estimate against the gate's accuracy target, with automatic alerts when variance exceeds threshold.
- **Document control:** Every gate requires a defined package of deliverables — drawings, specifications, compliance certificates. The PMIS must track what has been submitted, approved, or is outstanding.
- **Procurement governance:** Long-lead equipment (MV transformers, generators, chillers) must be identified at G-1 and ordered by G-2. A procurement tracker linked to ERP purchase orders is essential, not optional.
- **Earned Value Analysis:** From G-3 onwards, BCWS, BCWP, and ACWP must be calculated per WBS element with SPI/CPI dashboards driving management decisions.

PMWEB delivers all four within a single, integrated platform. Budget management with time-phased S-curves, document control with automated workflow routing, procurement tracking linked to Oracle Fusion or SAP purchase orders, and EVA with forecast-to-complete trending — all configurable without IT support.

The Cost of Skipping Gates

Organisations that jump from feasibility to construction documents without intermediate design reviews consistently experience 15–30% cost overruns at completion. The phase gate model is not bureaucracy — it is insurance. Each gate provides a structured pause to validate assumptions, update estimates, and kill scope creep before it compounds.

Budget accuracy is not achieved by better estimating. It is achieved by better governance — structured phase gates with digital enforcement at every checkpoint.

Next in this series: How long-lead procurement tracking prevents the schedule disasters that no Gantt chart can fix.

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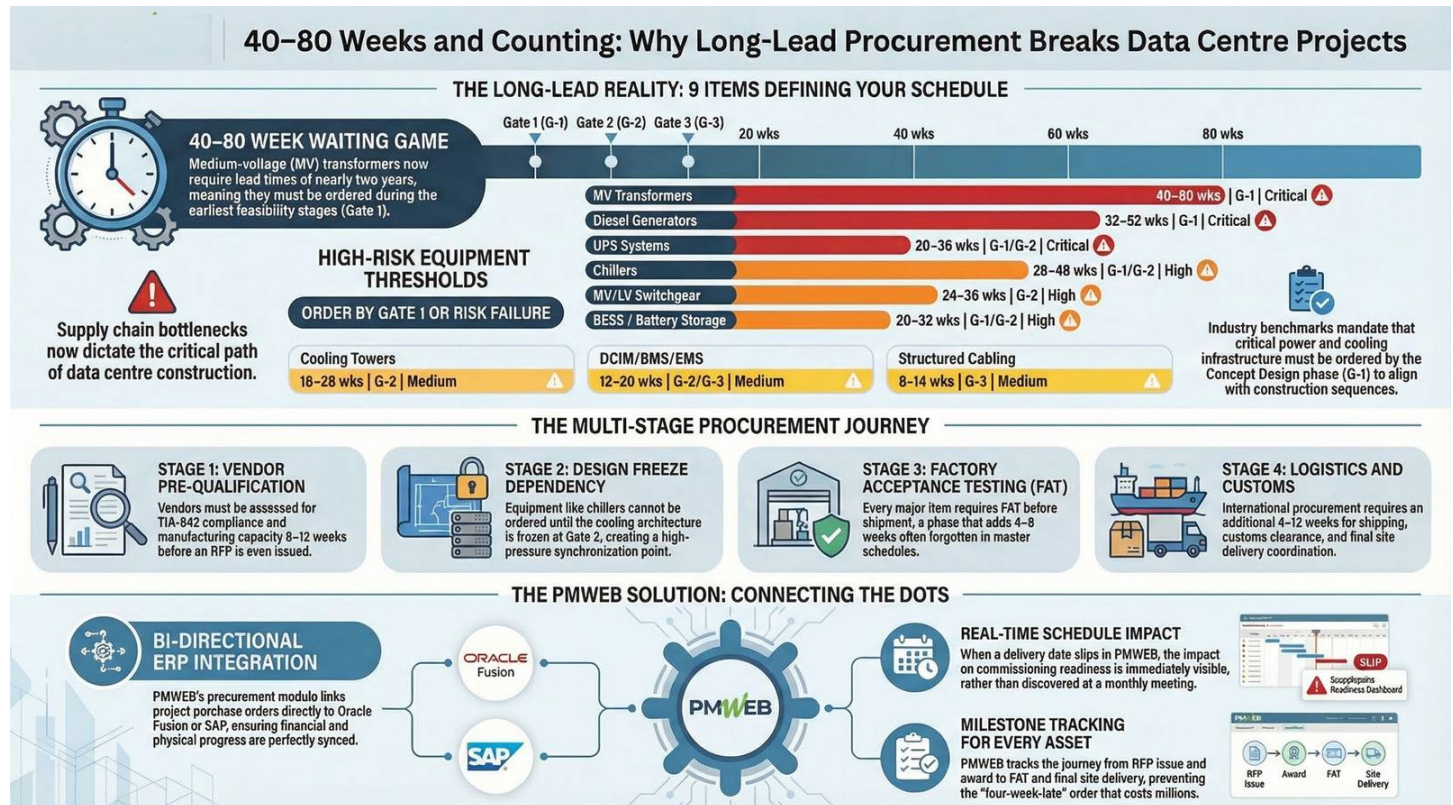
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40–80 Weeks and Counting: Why Long-Lead Procurement Breaks Data Centre Projects

A procurement tracking framework that links your PMIS to the critical path

Ask any data centre programme director what keeps them awake at night, and the answer is rarely design complexity or contractor performance. It is supply chain. Specifically, it is the 40–80 week lead time for medium-voltage transformers, the 32–52 weeks for diesel generators, and the 28–48 weeks for chiller plants — equipment that must arrive precisely when construction sequences require it, or the entire programme slips.



The Critical Path Is Not on Your Gantt Chart

Most scheduling tools treat procurement as a single line item: "Order Equipment." But data centre procurement is a multi-stage process with interdependencies that standard scheduling software was never designed to track:

- **Pre-qualification:** Vendors must be assessed for TIA-942 compliance, manufacturing capacity, and regional availability — often 8–12 weeks before an RFP can be issued.
- **Design freeze dependency:** Chillers cannot be ordered until the cooling architecture is frozen at G-2. But chiller lead times mean orders should have been placed at G-1.
- **Factory Acceptance Testing (FAT):** Each major equipment item requires FAT before shipment — adding 4–8 weeks that is frequently forgotten in master schedules.
- **Logistics and customs:** International procurement adds 4–12 weeks for shipping, customs clearance, and site delivery coordination.

Nine Critical Items That Define Your Schedule

Based on industry benchmarks, the following items consistently determine whether data centre projects deliver on time:

Equipment	Standard	Lead Time	Order By	Risk Level
MV Transformers	TIA-942-B	40–80 wks	G-1	Critical
Diesel Generators	TIA-942-B	32–52 wks	G-1	Critical
UPS Systems	TIA-942-B / BICSI	20–36 wks	G-1/G-2	Critical
Chillers	ASHRAE TC 9.9	28–48 wks	G-1/G-2	High
Cooling Towers	ASHRAE TC 9.9	16–28 wks	G-2	Medium
MV/LV Switchgear	TIA-942-B	24–36 wks	G-2	High
BESS / Battery Storage	Grid Code	20–32 wks	G-1/G-2	High
Structured Cabling	BICSI / TIA-942	8–14 wks	G-3	Medium
DCIM/BMS/EMS	Uptime / ASHRAE	12–20 wks	G-2/G-3	Medium

What Your PMIS Must Do Differently

A PMIS that treats procurement as a document management exercise will fail. Data centre procurement tracking requires a dedicated module that connects: equipment specifications to vendor pre-qualification records, purchase orders in the PMIS to financial commitments in ERP, FAT milestone dates to construction schedule activities, and delivery status to commissioning readiness checklists.

PMWEB's procurement module does exactly this. Equipment items tracked in PMWEB link directly to Oracle Fusion or SAP purchase orders, with milestone tracking for pre-qualification, RFP issue, award, FAT, shipment, and site delivery. When a transformer delivery date slips, the entire schedule impact is visible in real time — not discovered at the next monthly progress meeting.

The most expensive delay in data centre construction is not caused by labour shortages or design changes. It is caused by a transformer that was ordered four weeks late.

Next in this series: Why your PMIS must speak three languages — ERP, BIM, and DCIM — and what happens when it does not.

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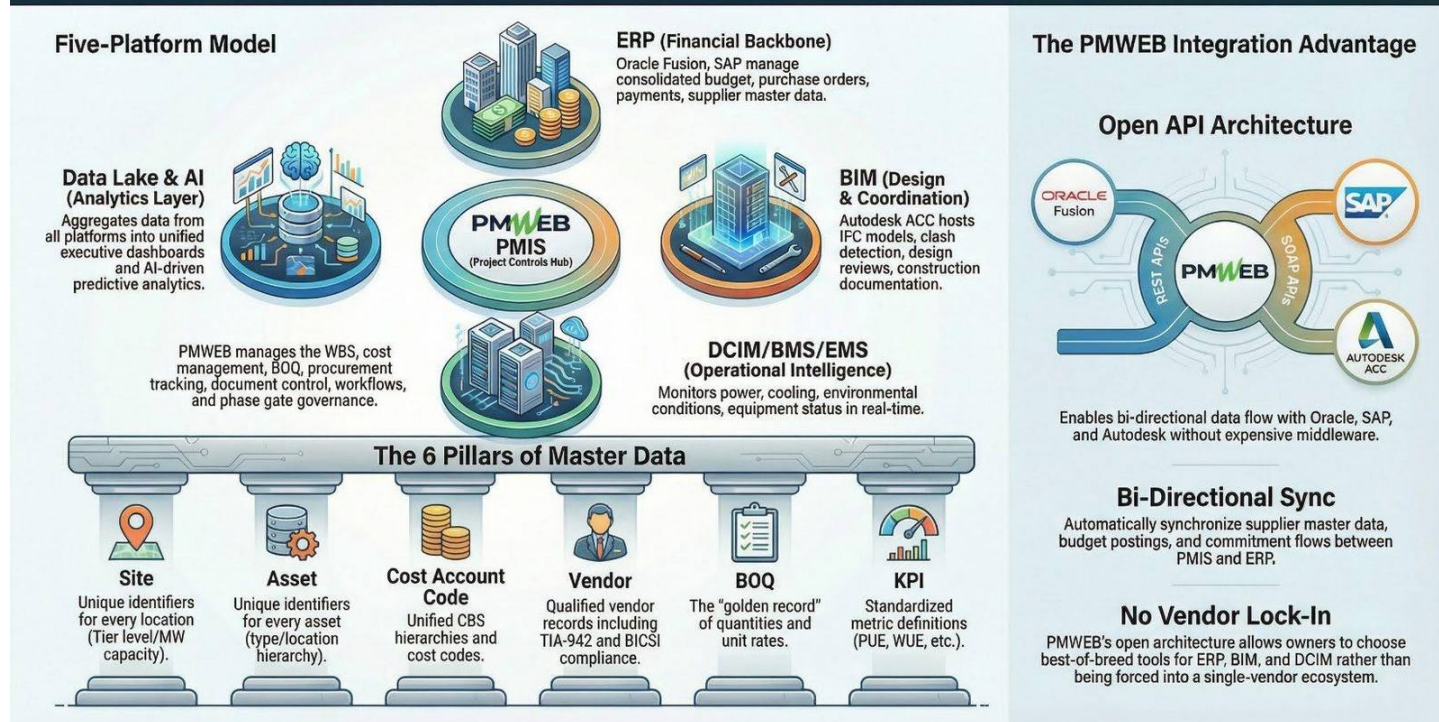
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Your PMIS Must Speak ERP, BIM, and DCIM — or It's Useless

The five-platform integration architecture that eliminates data centre data silos

Here is the uncomfortable truth about most data centre digital ecosystems: they are not ecosystems at all. They are collections of disconnected platforms where project managers spend more time re-keying data between systems than actually managing projects.

Integrated Intelligence: Why Your Data Center PMIS Must Speak ERP, BIM, and DCIM



The root cause is not technology. It is architecture. Specifically, it is the absence of a defined integration layer connecting the five platforms that every data centre programme requires.

The Five-Platform Model

- **Platform 1 — ERP (Oracle Fusion, SAP):** The financial backbone. Carries the consolidated budget, purchase orders, payments, chart of accounts, and supplier master data.
- **Platform 2 — PMIS (PMWEB):** The project controls hub. Manages WBS, cost management, BOQ, procurement tracking, document control, workflows, EVA, and phase gate governance.
- **Platform 3 — BIM (Autodesk ACC):** The design and coordination engine. Hosts IFC models, clash detection, design reviews, and construction documentation.
- **Platform 4 — DCIM/BMS/EMS:** The operational intelligence layer. Monitors power, cooling, environmental conditions, and equipment status in real time.
- **Platform 5 — Data Lake & AI:** The analytics and reporting layer. Aggregates data from all four platforms into unified executive dashboards, KPI tracking, and AI-driven predictive analytics.

Why the Master Data Dictionary Is Non-Negotiable

Before any integration can function, six master data entities must be defined and governed. The absence of these definitions is the single most common cause of integration failure in data centre programmes:

- **Site/Data Centre:** Unique ID per site including Tier level, MW capacity, and geographic classification.
- **Asset:** Unique asset ID with type, location hierarchy (site > room > row > rack), and lifecycle attributes.
- **Cost Account Code:** CBS hierarchy mapped from programme to project to WBS to cost category.

- **Vendor/Supplier:** Vendor qualification records including TIA-942 equipment certification and BICSI compliance.
- **Work Package/BOQ:** The golden record of quantities, unit rates, and linked WBS elements — owned by the PMIS.
- **KPI/Metric:** Standardised definitions including formula, unit, target, source system, and reporting frequency.

PMWEB's Integration Advantage

PMWEB provides bi-directional integration with Oracle Fusion Cloud ERP and Autodesk ACC through REST and SOAP APIs — without requiring expensive middleware licensing. Key integration flows include: supplier master data synchronisation, budget and commitment posting to ERP, document and model coordination with ACC, and procurement milestone tracking linked to ERP purchase orders.

Critically, PMWEB also integrates with SAP, Microsoft Dynamics, and other ERP systems through the same open API architecture. This means data centre owners are never locked into a single ecosystem. When your PMIS connects to any ERP, any BIM platform, and any DCIM system, you choose the best tool for each job rather than accepting compromises forced by vendor bundling.

Integration is not a feature. It is a prerequisite. A PMIS that cannot exchange data with your ERP, BIM, and DCIM platforms in real time is not solving the problem — it is part of the problem.

Next in this series: The 13 KPIs every data centre owner should be tracking from the moment ground is broken.

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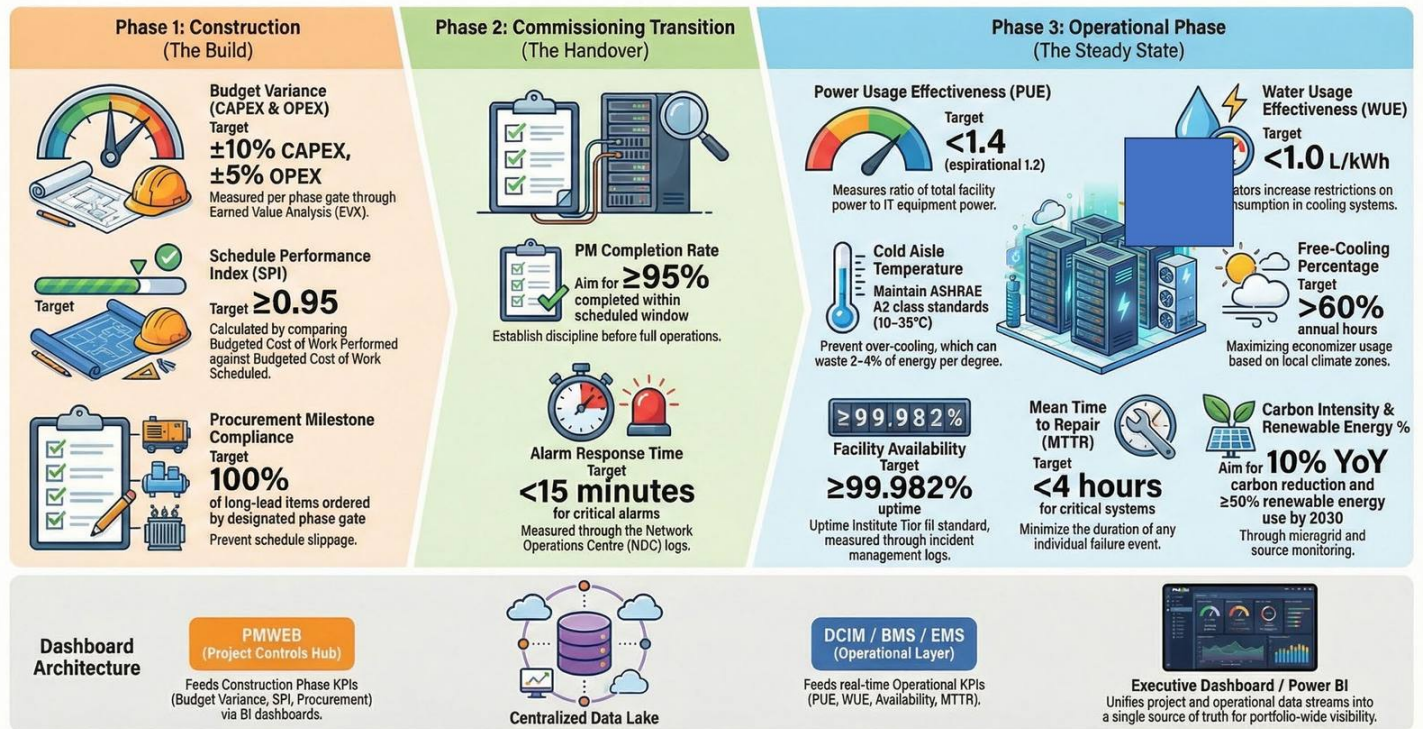
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13 KPIs Every Data Centre Owner Should Track from Day One

A unified measurement framework from construction through operations

If you cannot measure it, you cannot manage it. This principle, universally accepted in manufacturing and finance, is remarkably poorly applied in data centre construction and operations. Most organisations track PUE. Some track availability. Very few have a unified KPI framework that spans the full lifecycle from capital project delivery through steady-state operations.

12 Critical KPIs for Data Centre Operational Excellence: From Day One to Steady State



Here are 13 KPIs that define operational excellence in modern data centres — and the platform architecture required to measure them.

Construction Phase KPIs (Tracked in PMIS)

- 1. **Budget Variance**: Target: CAPEX $\pm 10\%$, OPEX $\pm 5\%$. Measured per phase gate through PMWEB EVA against Oracle ERP actuals. This is the single most important project control metric.
- 2. **Schedule Performance Index (SPI)**: Target: ≥ 0.95 . Calculated from BCWP/BCWS per WBS element. Below 0.90 triggers management review.
- 3. **Procurement Milestone Compliance**: Target: 100% of long-lead items ordered by designated gate. Tracked through PMIS procurement module linked to ERP purchase orders.

Commissioning Transition KPIs

- 4. **PM Completion Rate**: Target: $\geq 95\%$ of preventive maintenance activities completed within scheduled window. Establishes operational discipline before Day 2 handover.
- 5. **Alarm Response Time**: Target: < 15 minutes for critical alarms. Measured from DCIM/BMS alarm log through the NOC.

Operational KPIs (Tracked in DCIM/Data Lake)

- 6. **Power Usage Effectiveness (PUE)**: Target: < 1.4 (with 1.2 as aspirational). The industry average sits around 1.55; leading hyperscalers push below 1.2. Measured through EMS metering to the Data Lake.

- **7. Water Usage Effectiveness (WUE):** Target: <1.0 L/kWh. Increasingly critical as regulators tighten water use restrictions. Measured through BMS/SCADA water metering.
- **8. Cold Aisle Temperature:** Target: ASHRAE A2 class (10–35°C). Each degree of over-cooling wastes 2–4% in energy. BMS sensors feed DCIM thermal maps.
- **9. Free-Cooling Percentage:** Target: >60% annual hours. Depends on climate zone, but maximising economiser hours is the single fastest path to lower PUE.
- **10. Facility Availability:** Target: ≥99.982% (Uptime Tier III). Measured through DCIM event logs and incident management.
- **11. Mean Time to Repair (MTTR):** Target: <4 hours for critical systems. Tracks from DCIM incident detection through CMMS work order resolution.
- **12. Carbon Intensity:** Target: 10% year-on-year reduction. Aggregated from EMS power source data and generator logs, reported through CDP/GRI frameworks.
- **13. Renewable Energy Percentage:** Target: ≥50% by 2030. Tracked through EMS microgrid monitoring against total facility consumption.

The Dashboard Architecture

These 13 KPIs are only useful if they are visible to the right people at the right time. The architecture that makes this work has three layers: PMWEB delivers project KPIs (budget variance, SPI, procurement compliance) through its built-in BI dashboards with 200+ pre-configured SSRS reports. DCIM/BMS delivers operational KPIs (PUE, WUE, availability, MTTR) through real-time monitoring. The Centralized Data Lake unifies both streams into executive dashboards via Power BI or Azure Analytics, providing portfolio-wide visibility across all data centres.

The most dangerous data centre is the one that only measures PUE. Operational excellence requires 13 KPIs spanning construction, commissioning, and operations — all feeding a unified dashboard.

Final article in this series: Why enhancing your existing PMIS is almost always smarter than ripping it out and starting over.

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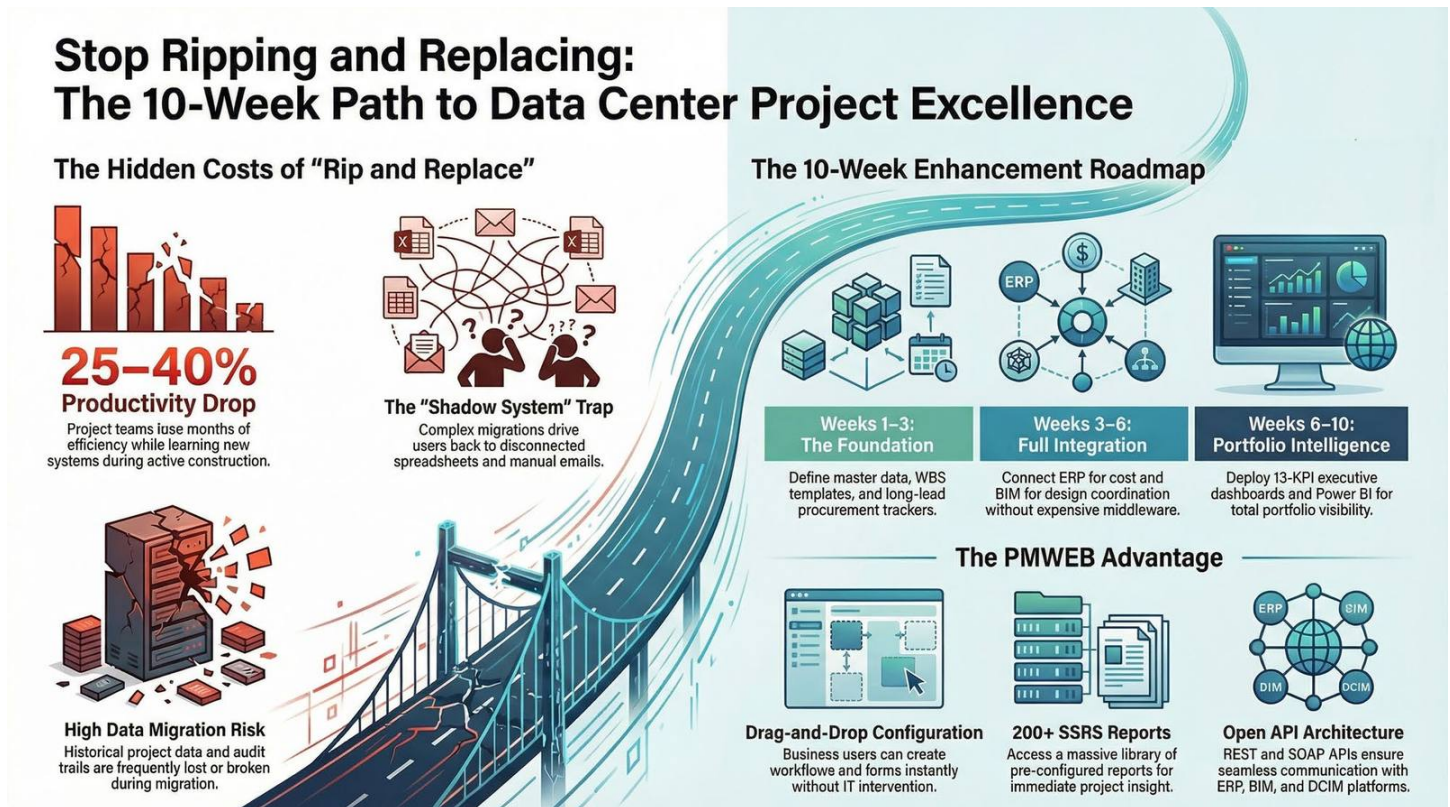
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Stop Ripping and Replacing: Enhance What Works

Why platform migration is the most expensive mistake in data centre programme management

Every few years, the same conversation happens in data centre boardrooms. A vendor pitches a “comprehensive platform transformation” that will unify all systems, eliminate all data silos, and deliver a single pane of glass for the entire portfolio. The pitch is compelling. The PowerPoint is beautiful. And the implementation? It takes 18–36 months, costs millions, disrupts active projects, and frequently delivers less functionality than the system it replaced.



There is a better approach: enhance what works.

The True Cost of Platform Migration

When evaluating a PMIS switch for an active data centre programme, the visible costs (licensing, implementation consulting, training) typically represent only 30–40% of the total impact. The hidden costs are what destroy ROI:

- **Productivity loss:** Project teams lose weeks to months learning a new system while managing active construction. Productivity drops 25–40% during transition.
- **Data migration risk:** Historical project data rarely migrates cleanly between fundamentally different data models. Document linkages break. Financial transaction histories are lost. Audit trails become incomplete.
- **Shadow systems:** When users find the new system more difficult than the old one, they revert to spreadsheets, email, and SharePoint. Within six months, you have more data silos than before the migration.
- **Consultant dependency:** Complex platforms require certified implementation consultants with limited regional availability. When the consultants leave, institutional knowledge leaves with them.

The Enhancement Alternative

A well-designed PMIS can be enhanced incrementally to address every capability gap without the disruption of a full migration. Here is what a practical enhancement roadmap looks like:

Weeks 1–3: Foundation

- Define master data dictionary: 6 entities (Site, Asset, Cost Account, Vendor, BOQ, KPI) with system-of-record assignments
- Configure data centre WBS templates with phase gate milestones
- Set up long-lead equipment procurement tracker

Weeks 3–6: Integration

- Activate ERP integration: budget posting, PO synchronisation, payment certificate flow
- Connect BIM platform: document sync, model coordination, issue tracking
- Configure EVA baselines and variance reporting

Weeks 6–10: Intelligence

- Design 13-KPI dashboard framework
- Connect Data Lake for operational KPI aggregation
- Deploy Power BI executive dashboards for portfolio visibility

Total elapsed time: 10 weeks. Total disruption to active projects: minimal. Cost: a fraction of a full platform migration.

Why PMWEB Is Built for Enhancement

PMWEB's architecture is fundamentally different from legacy enterprise platforms. Its drag-and-drop configuration model means new workflows, forms, and reports can be created by business users without IT intervention. Its open REST/SOAP API architecture means new integrations can be built in days, not months. And its 200+ pre-configured SSRS reports mean business intelligence is available out of the box, not as a Phase 2 deliverable.

For data centre owners who have already invested in a working PMIS, the message is clear: do not let a vendor convince you that the only path to improvement is a multi-year, multi-million dollar migration. Targeted enhancements deliver more value, faster, with less risk.

The best PMIS for your next data centre project is the one you already have — properly configured, fully integrated, and continuously enhanced.

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