

SUMMARY

This paper explores how a general model of a well-structured project plan can be drawn from the experience of the latest Port of Kotka expansion projects. Many projects encounter delays due to an underestimation of the necessary early consideration of their different aspects, including environmental factors. Early consideration of these factors provides more flexibility in the implementation of the project, thus avoiding risks and unexpected delays. This paper gives examples of projects at

the Port of Kotka that set a good example of effective project management. Not only has early and well-structured project planning improved project turnaround time, but it has also resulted in the discovery of innovative solutions. The aim of this paper is to convince others to implement a similar approach and improve their project implementation. The approach builds on cost effective, technically functioning and environmentally sound solutions on time.