According to the resource identification, the different positions from different resources have been rearranged in three groups in order to be more efficient when estimating the personnel costs. The three groups are: senior employees, average employees and junior employees. This classification is based in a Robert Walters consulting study **[CITAR]** which shows that most of the manager positions are occupied by senior employees, while secretary positions and assessor positions are mostly occupied by average and junior employees respectively. By doing this three-group classification, the cost-estimating process has been highly simplified without compromising its precision.

The cost associated to each of these groups has been also extracted from the aforementioned study, more specifically, an average salary has been extracted from many different European countries since the project is to be developed at a European extent.

Software costs have been calculated according to the official price given by the developer (in price per user, price per month or price per license). In some cases, where different pricing plans can apply when acquiring the license, the middle cost option has been considered.

**Activity Cost Estimation**

In order to determine the cost of each task all required resources were assigned, being personnel, hardware, software and facilities four differentiated blocks.

Facilities and personnel costs were estimated based on hourly rates and hardware and software were assigned a purchasing price that are distributed among the task based on their use during the project. Meaning that those tasks that use software and hardware for more hours are charged a proportionally higher percentage of the acquisition cost. The use of personnel and facilities is charged for every hour of use.

**[CITAR]** https://www.robertwalters.com/content/dam/robert-walters/global/files/salary-survey/RW-European-Salary-Survey-2018.pdf