

OPINION

for the acquisition of the educational and scientific degree "Doctor" (PhD)

at D. A. Tsenov Academy of Economics, Svishtov

in: Doctoral Program "Planning", Professional Field 3.8. Economics

Prepared the opinion: Prof. Mihail Dochev Mihailov, PhD

Author of the dissertation: Eric Schöne

Topic: "The Economy for the Common Good as a Strategic Approach to Sustainable Management in the Real Estate Sector"

I. General Presentation of the Dissertation

The primary objective of Eric Schöne's doctoral dissertation is a comprehensive analysis of the implementation of the Economy for the Common Good (ECG) as a planning issue in the real estate sector. The author explores the status quo, identifies drivers and obstacles to implementation, and formulates practical recommendations. A planning framework has been established, linking value orientation, governance structures, project logic, and data-driven management.

To accomplish this objective, the doctoral student has set and successfully executed six specific research tasks. The relevance of the topic is beyond doubt, addressing the alignment between social and environmental goals and real-world managerial decision-making processes within companies. Its significance lies in demonstrating how firms can transform good intentions into repetitive, daily operational practices.

- Object of Research: Real estate companies and their organizational and management logic from the perspective of sustainable development and the common good.

- **Subject of Research:** The conditions and extent to which the principles of the Economy for the Common Good can be applied in practical real estate management.

The dissertation comprises a total volume of 403 pages, structured into an introduction, three chapters, a conclusion, a bibliography, and appendices. The bibliography features 217 sources, demonstrating high academic rigor and purposeful focus. Literary sources are properly cited, and the text is supported by 2 figures and 8 tables. Overall, the volume and structure of the work are well-balanced and optimal.

II. Evaluation of Content and Structure

The dissertation follows a clear and logical academic structure:

1. **Introduction:** Contains all required attributes, including topicality, research objectives, object, subject, specific tasks, research thesis, methodology, and scope limitations.
2. **Chapter One:** Provides a precise theoretical and methodological foundation of the real estate sector and its connection to environmental, social, and economic sustainability. It highlights that common good orientation is essential for the sector, investigating how social dimensions can be embedded into managerial goals and project decisions.
3. **Chapter Two:** Focuses on the concept of the Economy for the Common Good. It examines the Common Good Matrix, linking stakeholders across four dimensions: human dignity, solidarity and social justice, environmental sustainability, and joint decision-making. The author effectively uses this tool to analyze practical integration examples before outlining the study's research methodology.
4. **Chapter Three:** Presents the empirical research findings. Internal and external barriers, along with key success factors, are systematically

analyzed. Based on these insights, an ECG planning cycle model tailored for the real estate industry is derived.

5. Conclusion: Summarizes the completed research tasks and confirms the underlying research thesis.

Note: The attached StrikePlagiarism report confirms full adherence to academic ethics. The abstract accurately reflects the overall contents and key contributions of the dissertation.

III. Scientific and Applied Scientific Contributions

I fully accept the research contributions formulated by the author, which correspond to the outcomes of the study:

- Development of an independent planning and logical integration model for common good management in real estate.
- Identification of a sector-specific typology for implementation logic across compliance-, efficiency-, transformation-, and ecosystem-oriented models.
- Transformation of qualitative findings into a system of key performance indicators (KPIs), role models, and decision-making logic.
- Integration of key components into the Common Good Register and the ECG Planning Cycle Model.

IV. Remarks and Questions

I have no specific objections or critical remarks. The dissertation of Eric Schöne exhibits the required scientific depth and academic standard.

V. Conclusion and Overall Evaluation

The dissertation "The Economy for the Common Good as a Strategic Approach to Sustainable Management in the Real Estate Sector" represents a timely, thorough, and high-quality research effort.

Based on the demonstrated merits and scientific contributions, I give a positive evaluation and support the awarding of the educational and scientific degree "Doctor" (PhD) to Eric Schöne in the Doctoral Program "Planning", Professional Field 3.8. Economics.

Date: July 28, 2026

Svishtov

Prepared the opinion:

*(Prof. Mihail Dochev Mihailov,
PhD)*