REDEFINING AUDITING IN A BLOCKCHAIN ERA: OPPORTUNITIES AND OBSTACLES FOR EXTERNAL AUDITORS

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ABSTRACT

The characteristics and mode of operation of blockchain technology could transform the accounting and auditing industries. The technological advancements introduced by Blockchain are anticipated to significantly influence reporting and auditing procedures, particularly within accounting information systems. The escalating adoption of blockchain technology is poised to alter the comprehensiveness and caliber of information accessible to auditors, thereby impacting the auditing process. Consequently, it is imperative for professionals in accounting and auditing to grasp both the prospects and impediments posed by these innovative technologies. This study endeavors to scrutinize the role of blockchain within the realms of accounting and auditing, both within existing literature and in professional practice.

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Keywords: Blockchain, Triple-Entry Accounting, Auditing, Smart Contract, Literature review.

1. INTRODUCTION

Blockchain technology, originating from the creation of bitcoin by Satoshi Nakamoto in 2008, stands as a decentralized digital payment system (Nakamoto, 2008). The exponential surge in the market value of bitcoin, reaching over \$200 billion in 2017 (Popper, 2017), heralded its prominence as the pioneering application of blockchain technology. Forecasts indicate the burgeoning growth of the blockchain market, projected to escalate to \$39.7 billion by 2025 (Statista Research Department, 2023).

Emerging as a quintessential "trust protocol," blockchain technology witnessing is widespread adoption across diverse sectors, commencing notably within the domains of banking and finance (Raj, 2017). Noteworthy behemoths technology such as IBM, Microsoft, and Intel are actively investing in this transformative technology (Medium, 2019). Moreover, the burgeoning interest in blockchain has permeated the realms of accounting and auditing (Bonsón å Bednárová, 2019; CPA Canada, 2017; Dai & Vasarhelyi, 2017; Smith, 2018), with major audit, accounting, and consulting firms like PwC, Deloitte, KPMG, and EY venturing into

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information provided to auditors, thereby altering the trajectory of the audit process. Consequently, it becomes imperative for accountants and auditors to comprehend the intricate prospects and hurdles introduced by these technological advancements.

pilot applications of blockchain technology

fundamental solution for ensuring reliable records in various contexts, highlighting its

disruptive potential in finance and its

envisioned application in inter-organizational

records such as accounting. The advent of blockchain technology is anticipated to

significantly influence reporting and auditing

procedures, especially within accounting information systems. Its increased utilization

posits blockchain

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(Blockchain Türkiye, 2021).

(2017)

This paper endeavors to delve into the role of blockchain within the accounting and auditing spheres as reflected in academic literature and professional practice. It aims to dissect the emergent concerns pertinent to the future of blockchain in accounting and auditing, categorically exploring (i) the evolution of accounting methodologies, (ii) pivotal developments in accounting and auditing practices along with the evolving auditor profile, and (iii) the discernible opportunities and challenges posed for auditors within this transformative landscape.

2. OVERVIEW OF BLOCKCHAIN CONCEPT

Satoshi Nakamoto, in his seminal white paper titled "Bitcoin: Peer-to-Peer Electronic Cash Payment System," delineated blockchain technology as an emergent innovation (Sherman, Javani, Zhang, & Golaszew, 2019; Elommal & Manita, 2021; Nakamoto, 2008). One of its early applications materialized in introducing cryptocurrency bitcoin, a paradigm as an alternative to conventional centralized currencies (Fuller & Markelevich, 2020).

While commonly associated with blockchain cryptocurrencies, technology fundamentally operates a public, as decentralized distributed ledger system. It ensconces transactions between users within immutable, verifiable, secure, an and chronological framework (Swan M., 2015; Allen, 2011; Sakız & Gencer Geç, 2019; Yaga, Mell, Roby, & Scarfone, 2019). Employing distributed ledger technology, blockchain leverages independent computers (nodes) to record, share, and synchronize transactions across electronic ledgers, diverging from the centralized data repositories characterizing traditional ledgers (Otero & Fink, 2021).

Defined in the 2018 report by the World Economic Forum, blockchain technology epitomizes a decentralized electronic ledger system that establishes cryptographically secure and immutable records of various value transactions, encompassing money, goods, property, labor, or votes. Its versatile functionalities encompass facilitating peer-topeer payments, managing records, tracking physical objects, and executing value transfers through smart contracts. As highlighted by Herweijer et al. (2018), this technology harbors immense potential to redefine operational landscapes across business, governance, and societal domains.

2.1. The Characteristics and Benefits of Blockchain Technology

Decentralization and Distribution

Ledgers, an enduring mechanism facilitating the tracking of goods, services, assets, and payments across historical contexts, retain a pivotal role in modern economic and social activities. Traditionally, centralized systems have been instrumental in managing intricate transactions involving multiple stakeholders. These systems necessitate a trusted third party to validate and input transactions into established ledgers, ensuring the prevention of duplication or misuse and preserving transaction histories (Rejeb, Rejeb, & Keogh, 2021; Mainelli & Smith, 2015).

Blockchain technology, distinguished by its information decentralized storage and transmission embodies framework, a fundamental departure from conventional centralized systems. It engenders secure transactions without reliance on a central network for control or administration. Upon publication throughout the system, each new transaction undergoes verification by existing nodes, subsequently becoming recorded as a new node within the chain upon approval. Notably, the validation of transactions within the network is conducted by extant nodes rather than a designated central authority (Elommal & Manita, 2021; Smith, 2020).

Consensus Algorithms

Consensus mechanisms are presented as a solution to the insecurity of data distributed in a decentralised network. The essence of this system is to solve the trust problem that exists in decentralised structures.

Proof of Work (PoW)

Proof of Work (PoW) stands as the consensus algorithm underpinning the Bitcoin network. This algorithm operates to integrate new transaction blocks into the blockchain via a process termed "mining." Each block undergoes a verification procedure, validating the entire chain to ensure the creation of a secure system. Consequently, the processing time for each block extends to approximately

ю minutes. However, this system is encumbered by drawbacks, notably prolonged processing periods and heightened energy consumption. A critical vulnerability inherent in PoW lies in the potential for a group of miners to amass control over 50% of the network, paving the way for the execution of fraudulent blocks, thereby initiating a "51% attack." This attack compromises the immutability of the blockchain by fracturing the longest chain, posing a fundamental risk to the decentralized nature of the system. This inherent risk of mining centralization has spurred a quest among stakeholders to explore and devise alternative methodologies (Appelbaum, 2021; Werbach, 2018; Zhang, Wu, & Wang, 2020; Zheng, Xie, Dai, Chen, & Wang, 2017; Raikwar, Gligoroski, & Kralevska, 2019; Kardaş, 2019).

Proof of Stake (PoS)

Proof of Stake (PoS) emerges as an alternative consensus mechanism utilized in public blockchain networks. King and Nadal (2012) proposed this peer-to-peer cryptocurrency consensus model in response to the elevated energy demands and transaction expenses inherent in Nakamoto's proof-of-work design. PoS-based blockchain networks ascertain the issuance of new blocks based on the quantity of shares held by a user. Unlike the resourceintensive computations integral to proof-ofwork, this consensus model circumvents the necessity for extensive time, electricity, and processing power (Kim, 2021).

Transparency and Traceability

Blockchain technology ensures transparency traceability by and immutably storing transactions, which are shared and recorded by nodes (users) within the network. This foundational characteristic guarantees system longevity and consistency by replicating records across independent computers, thereby fostering heightened user trust (Elommal & Manita, 2021).

Cryptographic Assurance

Cryptography serves as a fundamental method for safeguarding data against unauthorized access. Blockchain technologies establish a trusted framework for distributed data storage and value exchange, employing cryptographic foundations. Within blockchain systems, cryptographic techniques play a pivotal role in upholding ledger integrity, thereby ensuring the immutability of blockchain data. This resilience prevents any alteration of transaction information stored the in blockchain, both during and after block creation. Primarily, blockchain relies on cryptographic hash functions and digital signature methods to reinforce its security measures (Dinh et al., 2018; Choudhary, 2022).

Evolution of Blockchain: Smart Contracts

The emergence of smart contracts within blockchain technology marks a substantial stride forward (CPA Canada, 2017). Notably, the concept of smart contracts, as envisioned by Nick Sbazo, dates back to the 1990s. However, the practical execution of smart contracts without the involvement of intermediaries only became viable following the advent of blockchain (Gamage, Weerasinghe, & Dias, 2020). Ethereum stands out as the pioneering blockchain platform expressly designed to accommodate smart contracts and decentralized applications (Werbach, 2018; Gamage, Weerasinghe, & Dias, 2020). Across various disciplines, smart contracts find diverse definitions; broadly, they can be construed as "agreements capable of automation and enforceability."

Blockchain Types

Blockchains are often categorized based on their design, data accessibility, and access control mechanisms. In academic literature, these classifications are commonly delineated as "public" and "private" (Sarmah, 2018; Rejeb, Rejeb, & Keogh, 2021; Ünal & Uluyol, 2020) or alternatively as "permissioned" and "permissionless" (El Ioini & Pahl, 2018; Yaga, Mell, Roby, & Scarfone, 2019). Nevertheless, frequently these terms are used interchangeably in both research and practical blockchain applications. While the classification of blockchains remains somewhat ambiguous in the literature, two

primary types have garnered attention: "public" versus "private," or "permissioned" and "permissionless" blockchains.

Permissionless blockchains resemble the unrestricted accessibility of the public internet, allowing anyone to join. Functioning as public, decentralized ledger platforms, these networks generate blocks without requiring authorization from a governing body. Given the universal publishing rights, nodes within the network possess read access blockchain and can conduct the lo transactions. Prominent examples oſ permissionless blockchain networks encompass Bitcoin, Ethereum, and Zerocash platforms.

Contrarily, permissioned blockchains demand authorization for users publishing blocks, either from a centralized or decentralized authority. As these networks are safeguarded by authorized users, they can regulate both read access and transactional capabilities. Organizations seeking collaborative endeavors while harboring partial trust amongst themselves often leverage permissioned blockchain networks. These networks offer advantages in terms of speed and cost efficiency, particularly within corporate environments, rendering them anticipated to witness heightened adoption rates in the foreseeable future (Raikwar, Gligoroski, & Kralevska, 2010; Yaga, Mell, Roby, & Scarfone, 2019; CPA Canada, 2017).

3. BLOCKCHAIN TECHNOLOGY IN ACCOUNTING LITERATURE

3.1. Changes in Accounting Definitions

The evolution of accounting information systems spans epochs from ancient eras to the contemporary information age, adapting in response to diverse economic, technological, and environmental landscapes (Anandarajan, Srinivasan, & Anandarajan, 2004). Historical accounting methodologies can be delineated into two primary systems: single-entry and double-entry bookkeeping. Yamey (1947) notes the initial foray into accounting was marked by the single-entry system, which persists among small enterprises, predominantly relying on profit and loss accounts (Örten, Kurt, & Torun, 2011).

The inception of the double-entry bookkeeping system dates back to late 13th early 14th-century Northern and Italy. accredited to Venetian merchants, often referred to as the "Venetian method" (Sangster & Santini, 2022). Luca Pacioli, in his work "Summa de Arithmetica, Geometria, Proportioni et Proportionalita," elucidated the principles of this system, solidifying its existing practices in Venice and ensuring its perpetuation to the present era (Carruthers & Espeland, 1991; Ovunda, 2015; Elbannan, 2007; Fazzini, Fici, Montrone, & Terzani, 2016). Spanning over six centuries, the double-entry method has endured economic fluctuations, reforms, and technological advancements, emerging as the foundational accounting system. It remains the singularly dominant method complemented by various techniques tailored to meet evolving economic and financial accounting requisites (Pascual Pedreño, Gelashvili, & Pascual Nebreda, 2021).

3.2. Triple-Entry Accounting with Blockchain

Yuri Ijiri's article "Triple-Entry Bookkeeping and Income Momentum" in 1982 marked the inception of the triple-entry system, advocating an expansion beyond the doubleentry method (Cai, 2021). Although Ijiri's work is distinct from cryptographic or blockchain frameworks, it has garnered attention in the blockchain and accounting scholarly realm. Subsequent to Ijiri, Ian Grigg introduced the (Triple-Entry Accounting TEA model, emphasizing the use of digital signature cryptography to forge secure transaction records, providing resilience against unauthorized modifications (Grigg, 2005). In essence, the TEA principle employs signed messages to create shared transaction records among at least three parties, constituting the foundation of the shared ledger (Ibañez, Bayer, Tasca, & Xu, 2021). Grigg (2005) frames triple-entry bookkeeping as an evolutionary step in accounting rather than a revolutionary overhaul. However, the digitization of accounting systems, though prevalent since

the 1990s, has predominantly witnessed changes in the tools employed rather than a comprehensive digitalization of accounting systems (Doğan & Ertugay, 2019).

Nevertheless, current surveys, such as KPMG's assessment of digitalization in accounting, reveal a prevalent lack of an endto-end digital process, presenting challenges due to the absence of digital receipts and documents, as cited by 60% of respondents (KPMG, 2021). The 21st-century accounting profession faces the necessity of a novel model aligning with technological advancements and digital transformation processes (Gulin, Hladika, & Valenta, 2019). There's a consensus in academic studies and industry reports that technologies like artificial intelligence, Internet of Things, blockchain, cloud computing, and big data, categorically within Industry 4.o, alongside smart autonomous production systems, will significantly reshape accounting practices (Gulin, Hladika, & Valenta, 2010; KPMG Forbes Insights, 2017; PwC, 2020; Aksoy, 2017; Gönen & Rasgen, 2019; Usul & Başkurt, 2022).

Blockchain, earmarked for substantial change in the accounting sector, fundamentally operates as an accounting technology, housing financial data and tracking asset ownership transfers through tokens (ICAEW, 2018). The accounting domain stands to benefit considerably from distributed ledger blockchain records and technology, promising reduced error and fraud risks, automated systems, cost-efficiency, enhanced financial reporting reliability, and reduced workloads (Faccia & Mosteanu, 2019). Fuller and Markelevich (2020) emphasize blockchain's potential for accountants and investors, ensuring reliability by eradicating accounting information errors and fraud risks. blockchain-based accounting А system functions as a software solution facilitating monetary exchange, recording transactions, and guaranteeing accuracy and reliability by third-party verification in a distributed ledger (Doğan & Ertugay, 2019).

Despite Ijiri's (1986) introduction of TEA in the literature, Grigg's work (2005) is deemed the genesis, though unrelated to blockchainbased accounting systems. Consequently, this form of record is commonly termed a "tripleaccounting system" in entry academic publications (Ibañez, Bayer, Tasca, & Xu, 2021; Faccia & Mosteanu, 2019; Cai, 2021). Literature also presents diverse proposals for integrating blockchain in accounting, encompassing studies on triple-entry systems, suggestions by Dai (2017), Schmitz & Leoni (2019), Ibañez et al. (2022) on blockchain and smart contract applications creating novel accounting systems, Smith (2018) advocating continuous accounting processes due to blockchain and AI impacts on reporting, and Kahyaoğlu (2019) exploring real-time accounting or privacy achieved through blockchain-based TEA methods. Additionally, another accounting innovation related to blockchain is the World Wide Ledger (WWL), defined by Tapscott (2016) as a blockchain accounting application managers stakeholders offering and accessible, auditable, and reliable information on personal computers.

4. OVERVIEW OF THE ROLE OF BLOCKCHAIN IN EXTERNAL AUDITING

Companies serve as pivotal contributors to a nation's economic development, and their financial information stands as a vital demonstration of resource utilization and value addition. However, in today's intricate and dynamic business landscape. characterized by Barlaup, Iren, and Stuart (2009) as increasingly complex, the need for dependable information has heightened, leading to questioning the trustworthiness of data provided to stakeholders. Stakeholders, including both internal and external users, seek independent audits to access information assessed by impartial entities without conflicts of interest, aligning with their informational requirements (Selimoğlu & Uzay, 2019). The Independent Audit Regulation of 26.12.2012 defines independent audit as the rigorous of scrutinizing process and evaluating financial statements and other monetary information present in records and documents, adhering to independent audit techniques specified in auditing standards.

This process aims to acquire adequate and appropriate evidence ensuring reasonable assurance regarding the accuracy and conformity of financial statements and other financial data with established financial reporting standards.

Audit and control mechanisms exist primarily regulators, assure shareholders. to governments, and other pertinent stakeholders. Ultimately, the objective of an audit, as per ISRE 2400 revised in 2012, is to bolster confidence levels among financial statement readers (ISRE 2400 revised, 2012). Güredin and Uyar (2021) emphasize the audit's critical role as an independent assurance mechanism, ensuring the reliability of financial statements. However, incidents such as the Enron, Tyco, and WorldCom scandals in the United States during 2001 significantly undermined investor confidence in capital markets and audit firms, becoming a transformative milestone for the audit profession (TÜRMOB, 2002; Ayboğa, 2021).

Responding to these crises, the Securities and Exchange Commission (SEC) enacted the Sarbanes-Oxley Act (SOX) in 2002 (Ortman, 2018) to enhance corporate governance practices, subsequently leading to worldwide updates in common auditing standards and the establishment of new oversight mechanisms aimed at enhancing the quality and reliability of independent audits (Uyar, 2015). However, post-Enron, scandals such as Parmalat, Lehman Brothers, Tesco, and Toshiba have continued to shake global confidence in the audit sector, a sentiment echoed in numerous scholarly works. underlining the ongoing recovery phase of public trust (Awolowo et al., 2018; Donnelly & Hartman, 2020; Barlaup et al., 2000; Ebhodaghe & Omoregie, 2020; Agrawal & Chadha, 2005; BEIS, 2021).

In this context, the potential to restore trust and transparency to investors is pivotal for the accounting and auditing industry, still recovering from past scandals. In contrast to traditional human-based systems, blockchain technology offers a decentralized approach, potentially increasing efficiency by

significantly reducing trust costs (Casey & Vigna, 2018; Gudgeon et al., 2020; Varma, 2019; Swan & De Filippi, 2017; Ortman, 2018). Present audit methodologies, focusing on retrospective and evidence acquisition sampling, need adaptation to address the contemporary economy's vast databases holding numerous daily transactions vulnerable to cybersecurity threats. External auditors must consider the implications of audit analytics and emerging technologies like blockchain to deliver high-quality audits in a complex ecosystem, aiming to continue delivering value to the public (Swan M., 2015).

Furthermore, research and trials have revealed the extensive benefits of blockchain and distributed ledgers, extending beyond cryptocurrencies (Lemieux & Dener, 2021; Brender et al., 2018; KPMG, 2018). Governments have embarked on pilot projects employing blockchain technology across diverse functions and services, spanning land registration. education. healthcare, procurement, food supply chains, and identity management (IFAC, 2017). IFAC (2017) contends that blockchain is fundamentally a solution in any scenario requiring a dependable record, foreseeing its disruptive potential in finance, particularly its potential application in inter-organizational records like accounting. Thus, comprehending the opportunities and challenges presented by these technologies holds immense significance for accountants and auditors (Rozario & Vasarhelyi, 2018).

5. AUDITING WITH BLOCKCHAIN: OPPORTUNITIES AND CHALLENGES

The conventional audit process historically entails periodic examinations and testing of records by external auditors, often employing various sampling techniques to mitigate risks while recognizing cost and time constraints (POA, 2014). However, this method inherently involves a large volume of unaudited data, rendering practical assurance below 100% (İşseveroğlu, 2019). As blockchain technology finds full integration into business environments, the projected development of blockchain-supported audit processes

anticipates significant time reductions by automating audit tests (Dai & Vasarhelyi, 2017; EY, 2019).

Data stored within a blockchain network is cryptographically encrypted, undergoes consensus approval, and is published across the entire network, featuring timestamps and unique hash IDs per information block. This characteristic generates an immutable audit trail, an indispensable tool for auditors in substantiating audit evidence that is sufficient, relevant, and reliable (KGK, 2018). Blockchain networks efficiently store both financial and enhancing non-financial data, audit procedures' accuracy by leveraging varied information types, nurturing the concept of continuous and comprehensive auditing (Rosario & Thomas, 2019; Smith, 2018).

Traditionally, the audit process commences with diverse data and schedules, necessitating significant planning time (CPA, 2017). Access to real-time or near-real-time data facilitated by blockchain nodes streamlines auditor access to consistent, repeatable information. Unlike traditional practices involving data reconciliation from various sources. blockchain's single distributed database obviates the need for such reconciliation, thereby potentially reducing audit costs (Brender et al., 2018; Li, 2021). Additionally, EY (2019) emphasizes that real-time data accessibility on blockchain offers auditors and regulators unprecedented transparency and continuous traceability, enhancing audit integrity.

5.1 Smart Contracts and Audit Procedures

Smart contracts are systems that require a human element at the input and control stages, but are essentially automated and executed by computers (Clack, Bakshi, & Braine, 2016). CPA (2017) defines smart contracts as a technological advancement that has the potential to speed up business operations, minimize operational errors and increase cost efficiency. Accounting and auditing practices are inherently a system in which the human element is involved in all processes. However, smart contracts, which operate on a shared database using the blockchain protocol, transform the need for human-involved functions into programmed and automatically executed systems (Schmitz & Leoni, 2019). Smart contracts are expected to be of great convenience to accountants and auditors, as they allow the autonomous recording of transactions according to the agreed terms. Dai and Vasarhelyi (2017) explain in their article that if the process of recording sales after the shipment of goods is programmed into a smart contract, the system will first automatically verify the date of shipment and then transfer the sales record to the blockchain. Rosairo and Thomas (2019) stated that smart contracts can be used to create smart audit procedures, and these new audit procedures have great potential to improve audit quality by allowing auditors to perform audit procedures more efficiently and consequently allocate more resources to higher risk areas (Rozario & Vasarhelyi, 2018).

5.2. Challenges of Blockchain

Certainly, the application of blockchain in the audit domain presents both promise and challenges. Despite its inherent immutability and transaction security, blockchain doesn't inherently validate the legitimacy of transactions, necessitating auditor scrutiny to discern between legitimate and fraudulent activities (IFAC, 2017). Current studies affirm that while blockchain holds potential benefits, it doesn't obviate the need for auditor judgment, emphasizing the continued importance of auditor expertise and discernment (Raj, 2017; Garanina, Ranta, & Dumay, 2022; CPA Canada, 2017; Dai & Vasarhelyi, 2017).

Auditors must enhance their technological acumen to craft efficient audit procedures within blockchain systems, gather precise evidence, and identify potential risks (CPA Canada, 2017; Schmitz & Leoni, 2019). When auditing crypto assets, auditors face numerous uncertainties encompassing regulatory, legal, and tax considerations, demanding clear legal frameworks (Türkiye Bilişim Vakfı Blockchain Türkiye, 2021). Scalability issues persist in public blockchain infrastructures, impacting data processing speed, cost-effectiveness, and security, whereas permissioned blockchain networks offer more expedient solutions (Psaila, 2017; Zemankova, 2019; Anis, 2023).

Regulatory ambiguity ensuring and confidentiality of sensitive financial data pose challenges, particularly concerning compliance with data protection laws like the GDPR and KVKK (KPMG, 2023). The requisite technological infrastructure and associated costs further compound the blockchain challenges surrounding implementation in business, accounting, and auditing realms (Anis, 2023).

6. CONCLUSION

Indeed, blockchain's integration into business practices is poised to revolutionize traditional paradigms of trust and transform economic frameworks. Although its implementation in and auditing accounting is nascent, blockchain holds immense potential lo reshape these practices and introduce novel business models. As its prevalence increases, a significant shift in accounting and auditing methodologies is on the horizon.

Blockchain redefines accounting procedures, acting as an impartial third-party verifier within the double-entry bookkeeping system. Its feature of immutable, time-stamped records instills trust and transparency, curbing falsification and human intervention, thereby reducing periodic control costs. Distributed ledger systems enable continuous accessible reconciliation, and fostering ongoing accounting and verifiable reporting, albeit with concerns surrounding data confidentiality and trade secret disclosure. Mitigating these risks involves utilizing authorized networks and ensuring data privacy.

While blockchain guarantees trust between transacting parties, verifying data accuracy remains crucial. Accountants and auditors must augment their expertise to accommodate clients embracing blockchain. The anticipated proliferation of blockchain across industries necessitates an expanded skill set to meet evolving client needs. In auditing, blockchain research emphasizes its potential for continuous auditing and smart contracts. Real-time access to accounting records is anticipated to transform audits into a continuous process, focusing on current data for greater efficiency. Smart contracts facilitate streamlined audit procedures, enhancing audit quality by reallocating resources to higher-risk areas.

The efficiency gains offered by blockchain have the potential to redefine the auditor's role, allowing for deeper analysis. However, challenges loom, including scalability, energy costs, privacy, and cybersecurity. To harness blockchain's potential, further research, pilot studies. and updates lo supervisory, regulatory, and ethical frameworks are imperative. This collaborative effort will pave the way for blockchain's integration into accounting and auditing practices, unlocking its transformative potential.

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