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A Use Case of Blockchain to Enhance Social Responsibility Performance

This article explores how blockchain helps organisations improve their capabilities to respond to stakeholders in order to enhance performance in the process of fulfilling social responsibility. Blockchain can ensure the "right to donation" of stakeholders, allowing them to independently and timely verify the authenticity of organisations' social responsibility activities. It can also reinforce an organisation's capability toward a positive ethical awareness, which in turn drives the development of more transparent and appropriate social responsibility activities. However, there is a lack of research on this topic. Therefore, the author adopted Litz's adaptive behaviour model and single-case research design while selecting a non-profit organisation's charity project for analysis.

As a result of the analyses, the author proposes three research propositions: first, that blockchain can reinforce an organisation's capability to perceive important stakeholders; second, that blockchain can reinforce organisations' capability to deliberate major ethical issues; and third, that blockchain's "good" can reinforce organisations' capabilities to develop issue management. Finally, the author concludes that blockchain can fill the trust gap in corporate social responsibility endeavours. Blockchain can ensure the "right to donation" of stakeholders, allowing them to independently and timely verify the authenticity of social responsibility. Blockchain can also reinforce organisations' ability toward positive ethical awareness, driving organisations to deliberate social responsibility actions more transparently and more appropriately. Its added values of 'decentralisation' and 'asset transfer' also enhance the organisation's capability to manage issues in response to its social responsibility performance.

Keywords: blockchain, social responsibility, decentralisation, asset transfer, issue management.

Introduction

From an evolutionary perspective, the scope of blockchain projects has been expanded beyond cryptocurrency. This expansion has emphasised the governance and supervision of distributed ledger technology to achieve the "good" values of blockchain (Dierksmeier and Seele, 2018; Parry and Collomosse, 2021). For example, governments, health-care institutions, cultural interpreters and artists could all benefit from blockchain to achieve their own objectives (Swan, 2017). Recently, with the emergence of some application platforms such as Ethereum, the threshold of blockchain technology has been lowered, leading to application cases becoming increasingly common, which could change business as usual. Consequently, the added value of blockchain in the context of business innovation is gaining much more attention than before (e.g., Crosby et al.,

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2016; Boukis, 2019; Casino et al., 2019; Xu et al., 2019; Bumblauskas et al., 2020; Kumar et al., 2021).

From a systematic review, Casino et al. (2019) identified the added value of blockchain in multiple fields, which include supply chain management, business, health care and data management. While some researchers discussed the importance of controlling information and communication technology underpinning blockchain (e.g., Orlandi et al., 2019; Frizzo-Barker et al., 2020; Kher et al., 2020), others have developed research propositions or guided research directions regarding blockchain applications (e.g., Boukis, 2019; Min, 2019; Dierksmeier and Seele, 2020; Rejeb et al., 2020). However, there is a lack of exploration for the "good" of blockchain, especially in the field of corporate social responsibility. Studies that touched on the subject of sustainability mainly focused on how blockchain helps for-profit organisations engage supply chain management practices (e.g., Min, 2019; Montecchi et al., 2019; Bumblauskas et al., 2020; Venkatesh et al., 2020; Giacalone et al., 2021; Ghadge et al., 2023; Kang et al., 2025). The emphasis centred around the design and architecture of the information system, rather than the influence of the blockchain on the definition, behaviour, and capabilities of social responsibility.

Therefore, this study aims to clarify how blockchain affects the implementation and process of organisational social responsibility, thereby enhancing the social responsibility capabilities of organisations. The remainder of the article is structured as follows. Firstly, I introduce features and the added value of blockchain technology. Secondly, I identify the relationship between blockchain and social responsibility capabilities, while proposing specific research questions. Thirdly, I conduct an illustrative case of a non-profit organisation's charity project. Next, I present the analysis regarding how organisations could enhance their social responsibility capabilities at each specific stage that would lead to our research propositions. Finally, I discuss the managerial implications and conclude with suggestions for future research.

The research question is how blockchain helps organisations improve their capabilities to respond to stakeholders in the process of social responsibility fulfilment.

The research object focuses on a non-profit organisation's charity project, analysing how organisations could enhance their social responsibility capabilities at each specific stage.

The aim is to clarify how blockchain affects the implementation and process of organisational social responsibility, thereby enhancing the social responsibility capabilities of organisations.

The research methods. A representative extreme case, "Pink Care Token Project for Period Poverty: Helping Women in Need of Better Feminine Care" of Binance Charity Foundation, is selected to conduct an illustrative case study.

The objectives of the article. Through case studies, this article tries to find how technical features of blockchain influence the implementation and process of organisational social responsibility capabilities and provides practical insights for helping for-profit or non-profit organisations evaluate, select, and

design the social impact of blockchain use cases.

Technical features and strategic added value of blockchain

Blockchain is a sequence of blocks of information that uses cryptography to generate correlations. Blockchain has at least three technical features: "distributed," "public," and "encrypted" (Tapscott and Tapscott, 2017). Based on these features, blockchain use cases are based on five operating principles (Iansiti and Lakhani, 2017). First, a "distributed repository" allows all people to access and use the full history of the repository, and all people can directly verify the records of other transaction members without the need to go through intermediaries or middlemen. The second is "peer-to-peer" transmission of information to all other nodes, without the need for a central node. Thirdly, on the premise of "anonymous transparency", participants can see the information of any transaction, and participants can choose to be anonymous or public identity proof. Fourthly, the record is irrevocable. Once a transaction is entered into the database, it cannot be changed. The blockchain uses different cryptographic algorithms and calculations to arrange the transaction records in chronological order for permanent preservation. Fifthly, the blockchain allows users to set up calculation methods and rules to automatically initiate transactions between nodes.

Integrating use cases and technical principles, Chang and Hsieh (2022) point out that blockchain can create two strategic added values. The first one is "decentralisation". By applying blockchain, transactions no longer need the intervention of a central institution or intermediary to securely complete the important nodes of the transaction process, such as verification, approval, and storage, which not only dramatically reduces costs but also makes the process more transparent. The second is the value of "asset transfer". Blockchain changes the nature of the Internet, where only information can be exchanged. It allows parties to exchange assets or currencies more securely and directly through the blockchain's web service system.

Blockchain to develop social responsibility capabilities

The technical features of blockchain can help companies develop their social responsibility capabilities, and the added value it creates can also reveal the activities and results of social responsibility (Iansiti & Lakhani, 2017; Tapscott & Tapscott, 2017; Williams, 2018). Recent surveys also indicate that blockchain technology has a significant and positive impact on corporate social responsibility performance for companies in the mature stage of their lifecycle (Ezzi et al., 2023). Through case studies, it was also found that blockchain has four unique characteristics related to social good: reliability, transparency, decentralisation, and accessibility (Sansone et al., 2023). Furthermore, when communicating responsibility management practices to the public, companies that adopt blockchain technology receive more positive evaluations, which in turn contributes to supply chain sustainability (Oguntegbe

et al., 2022). However, there is still a paucity of research on this topic. Especially regarding how blockchain influences the implementation and process of organisational social responsibility capabilities, there remains much to explore.

Campbell (2007, p. 951) defined social responsibility as "a minimum behavioral standard with respect to the corporation's relationship to its stakeholders, below which corporate behavior becomes socially irresponsible". According to Campbell's definition, when companies take responsible and sincere actions, they will be able to detect and correct improper behaviour, and will adapt to the changing circumstances of socially responsible/irresponsible events. As a result, a socially responsible corporation is able to present effective responsive behaviours and will have a greater competitive advantage over its rivals (Reuter et al., 2010). Furthermore, Litz (1996), based on the resource-based theory (Barney, 1991), believes that social responsibility capabilities can be a source of competitive advantage for an organisation. Therefore, Litz suggests that stakeholder interdependence, ethical awareness and issue responsiveness are three significant strategic assets.

Based on the above discussion, since the responses and capabilities related to social responsibility initiatives are important elements to gain strategic advantages, it is worth understanding the impact of blockchain on them, which leads to the following research question: how does blockchain help organisations improve their capabilities to respond to stakeholders in the process of social responsibility fulfilment?

To approach the research question, I borrowed Litz's three-stage model of adaptive behaviour regarding the process of organisations' social responsibility activities. It starts with the recognition of external stimulus, that is, the stakeholder perception, followed by ethical consideration and their content, that is, ethical deliberation, and terminates with the performance of response, that is, issue management. This model enables us to study the added value of blockchain for organisations that try to enhance socially responsible capabilities to respond to the dynamism of stakeholders (Table 1), thereby enriching the knowledge of utilising blockchain to engage in social responsibility activities.

Table 1. **Research model: adaptive behavior of social responsibility in P-case**

	Stage 1	Stage 2	Stage 3
Social responsibility capabilities	Stakeholder perception	Ethical deliberation	Issue management
Challenges & Solutions for blockchain	• Perceiving source of stimulus • Considering the important stakeholders	• Deliberating appropriate ethical standards • Developing response content and process	• Managing the performance of response • Achieving the objective of public policy

Source: adapted from Litz (1996).

The method: an illustrative case study

In order to fit the theoretical model and achieve the purpose of this research, I selected a representative and extreme case, "Pink Care Token Project for Period Poverty: Helping Women in Need of Better Feminine Care" (P-case) of Binance Charity Foundation (BCF). BCF was founded by Binance, which is currently the world's largest cryptocurrency exchange.

I adopted a single-case research design for three reasons. Firstly, illustrative case studies are often opted for as pioneer studies of new technologies adoption, especially those involving the process or design of an information system (Bumblauskas et al., 2020; Giacalone et al., 2021). Secondly, I chose one practice and selected a bounded case to illustrate the issue (Stake, 1995; Boblin et al., 2013). Lastly, as an emerging research topic, studies of practical cases on blockchain would be an appropriate way to systematically transfer industry experiences into academic topics (Treiblmaier, 2019).

Constrained by the technical characteristics of blockchain regarding privacy protection, I mainly collected data from both the official website of P-case and public documents (Binance Charity, 2019a; 2019b). I focused on the adoption of adaptive behaviour models to illustrate the impact of blockchain on the institution's social responsibility process and capabilities, rather than individual preferences. Moreover, public information on the official website, including the content and process of the project, the number of donations of cryptocurrency, digital wallets, and other relevant information are transparent and adequate for analysis.

The use case

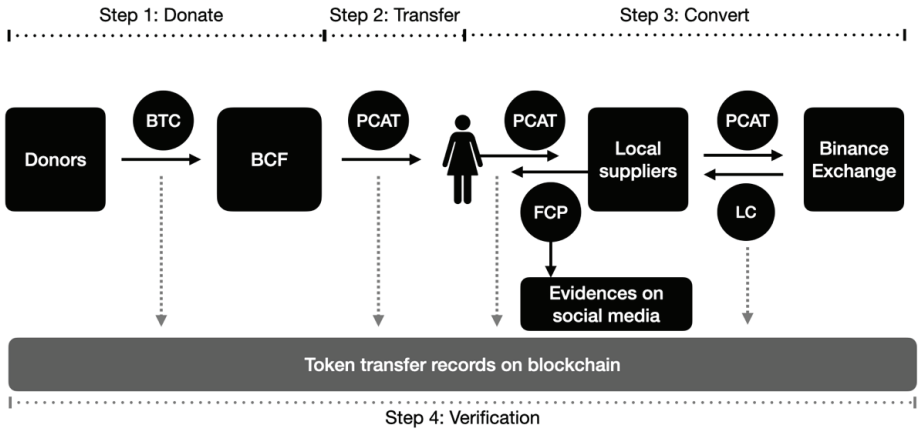
The Binance Charity Foundation (BCF) was established in 2018. Its aim is to develop innovative solutions for specific social problems by creating a blockchain-based donation system that makes each transaction flow transparent and efficient. BCF was founded by Binance, which is currently the world's largest cryptocurrency exchange. Binance is committed to the technological innovation of blockchain to expand the application scenarios of cryptocurrency, and BCF is its brand extension. As of September 1, 2025, BCF has initiated more than 35 charitable projects, including gender, medical care, education, hunger, ecology, energy and other issues. It has received a total of about 10,200 donations of about 1,170 bitcoins, more than 2,085,000 beneficiaries (see www.binance.charity).

P-case first uses blockchain to issue a cryptocurrency "Pink Care Token" (PCAT), which is directly linked to the supply of menstrual hygiene products to improve the health and quality of life of women in developing countries. This donation project originated from the following fact: "In Uganda, there are women who use cassava leaves as sanitary pads, leading to infections and general uncleanliness. In Nepal, some women even suffer from Chhaupadi (menstrual exile), ... Aside from the psychological effect of this practice, it has negative impacts on the health, safety, education, and livelihood of women. ... While many foundations, NGOs, and corporations having worked on the period poverty problem over the years, there is tremendous inefficiency and lack of transparency in traditional ways of charitable giving that

causes a loss of trust and high intermediary costs" (Binance Charity, 2019a).

The traditional donation process starts when an overseas charity organisation initiates fundraising and then remits the funds to Uganda. The charity organisation purchases sanitary pads from local suppliers and then recruits local institutions or personnel to confirm the needs of local women and distribute the pads. The process involves a lot of activities, such as cross-border cash flow, logistics, and supervision. Apart from incurring exorbitant costs to complete the process, it is difficult to validate the legitimacy of donation-using and manifest the transparency of cash flow.

In order to eliminate the shortcomings in the traditional donation process, P-case designed a solution which applies blockchain over the entire process, including donation, transfer, conversion and verification (Figure 1). First, virtual currencies (such as Bitcoin) donated by the donor will be converted into an equivalent PCAT. Each PCAT can be used to exchange one year's feminine care products for the woman who accepts the donation. In practice, BCF will go to the local area to help these women open a digital wallet, and then directly transfer the PCAT into their digital wallet. BCF will also teach them how to use



Step 1. Donate: Donors donate Bitcoin (BTC) to Binance Charity Foundation (BCF) in cryptocurrency, which is then used to issue an equivalent amount of Pink Care Token (PCAT) on Binance.

Step 2. Transfer: BCF directly transfer PCAT into the digital wallet of young girl (end beneficiaries).

Step 3. Convert:

a. The beneficiary personally converts PCAT into goods with the local supplier, and each PCAT can be exchanged for one year's Feminine care products (FCP).

b. The local supplier exchanges PCAT into local currency (LC) on the Binance Exchange.

Step 4. Verification:

a. Beneficiary regularly posts proof of receipt of the goods on Twitter or other social media.

b. The entire transaction records of step 1 ~ step 3 are published on blockchain and official website (www.binance.charity) for public monitoring.

Fig. 1. **Charity project using blockchain: Pink Care Token Project for Period Poverty**

Source: adapted from Binance Charity. (2019a).

PCAT to convert feminine care products with local suppliers in person.

Local suppliers can convert their PCAT into local currency through the Binance Exchange. Thus, the cryptocurrency donated by the donors will eventually be sold by Binance Exchange to be converted into local currency and provided to the supplier for cashing. Of course, donors can check the amount of their donations converted into PCAT from the blockchain, and they can also track which digital wallet (address) the PCAT is allocated to and when it was converted into physical objects. Nevertheless, those women who have received the PCAT would keep their anonymity because the address of the digital wallet is just a series of numbers on the blockchain, and their real name cannot be known from it.

The Result: Analysis and Discussion

Technical features of P-case using blockchain

The P-case process can be divided into four stages: donate, transfer, convert, and verification (Table 2). Compared with traditional donation projects, P-case has several technical features using blockchain. They are donations with virtual currency, tokenisation of goods, traceable transactions and instant transparent verification.

The P-case's social responsibility adaptation behaviour process is composed of three stages: stakeholder perception, ethical deliberation, and issue management (Table 1). The impact of blockchain in this process is analysed as follows.

Capability of stakeholder perception: perceiving the source of stimulus and considering the important stakeholders

The mission of BCF is to expand the power of blockchain technology, as it stated: "…We envision a world where blockchain technology can be used for philanthropy as a social contract to end all forms of poverty and inequality, and advance sustainable development to ensure no one is left behind." (www.binance.charity/about).

Therefore, in terms of stimulus perception, the stakeholders that P-case intends to respond to are from both the

Table 2. **The difference between P-case and traditional charity projects**

	Donate	Transfer	Convert	Verification
P-case	• Cryptocurrency	• Transfer directly to the beneficiary	• Beneficiary directly converts the goods	• Publish transactional records in a timely manner • Donors can verify by themselves
Traditional charity projects	• Fiat	• Through a third party	• Through a third party	• Unable to make it public in time. • Through a third party to verify

blockchain and non-blockchain communities. The most questioned charity project nowadays is that the "right to donation" is not guaranteed. Although donors always hear that their donations are used for the designated purpose, there is no way to verify whether this is true or false. If the right to donation is not guaranteed, it may decrease donors' motivation to donate, and ultimately damage the image of "donation" as a way to create the common good and develop a community based on principles of reciprocity and coalition (Rangone and Busolli, 2021). In this respect, blockchain provides a warranted contract for fulfilling social responsibilities in light of its technical features. For the blockchain community, P-case creates a unique customer value, allows cryptocurrency to solve real social problems, and will increase product stickiness to cryptocurrency (or Binance) in the blockchain community.

Furthermore, by planning appropriate marketing actions to address product risks in terms of operability, functionality, and reliability. It will increase the willingness of individuals to adopt new technologies (Heiman et al., 2020). For non-blockchain communities, the majority of them are either unfamiliar with blockchain or have heard of it but have never used it. Blockchain presents quite a high entry barrier for them to use. On top of that, the media has often reported on the chaos of cryptocurrency. These factors have decreased non-blockchain communities' willingness to adopt blockchain, and sometimes they just plainly refuse to adopt it (Harvey et al., 2018). Therefore, P-case can be regarded as a marketing communication tool. The launch of P-case not only acknowledges external stakeholders' stereotypical views regarding blockchain, but also promotes the idea that it is time to make a change. By providing P-case as an opportunity for them to experience blockchain, it is expected that their intentions to adopt other blockchain-related applications would increase. I thus propose:

RP 1. Blockchain can reinforce an organisation's capability to perceive important stakeholders.

RP 1a. The entry of blockchain technology into the field of social responsibility will help the blockchain community to reinforce its stickiness to blockchain-related products.

RP 1b. The entry of blockchain technology into the field of social responsibility will help the non-blockchain community to speed up technology adoption embedded in blockchain-related products.

Capability of ethics deliberation: deliberating appropriate ethical standards and developing a response, and the process

The ethical deliberation of P-case focuses on thinking carefully about the ethical issues that may be encountered in charity projects, so as to develop responses and the process by using blockchain. Observing BCF's mission:" With our partners and donors, we aim to…, but also a brand new experience for donating. We also want to give everyone the ability to see how their contributions via blockchain technology…" (www.binance.charity/about). There are two ethical issues to be addressed in P-case, namely how to respond to "brand new experience for

donating" and how to respond to "give everyone the ability to see". With the strategic added values of blockchain can identify these issues.

The original idea of the P-case is to use cryptocurrency as a single form of donation that corresponds to ethical deliberation of "brand new experience for donating", which is conducive to the design of the project's cash flow, information flow and logistics operation (see steps 1~3 in Figure 1). The cryptocurrency itself is traceable, which is conducive to recording the details of the transaction, and the record is verified and stored by many nodes on the Internet. This makes it difficult to change or delete. The added value of decentralisation will also lead to lower operating costs. As blockchain provides paperless and middleman-free authentication, it brings operational efficiencies to charities, particularly in the exchange of documents and entity authorisation activities. This not only reduces movement within a specific area or period (e.g., COVID-19) but also improves the security of documents and people (Rangone and Busolli, 2021).

Furthermore, P-case uses tokens to transfer assets in order to make sure the donation would reach its intended beneficiaries in the process of transferring and exchanging the designated goods. Tokens are directly transferred to the digital wallet of the beneficiary to ensure that they personally walk "the last mile" to receive the promised supplies (see step 4 in Figure 1). Added value of asset transfer in blockchain can therefore minimise fraudulent activities within a charity project, such as setting up false beneficiaries, forging fake invoices, manipulating accounting records, making false purchases, etc. (Gov. UK, 2018).

Meanwhile, P-case has designed a mechanism for integrating blockchain applications with traditional business activities (step 4 in Figure 1). It helps organisations engage in ethical deliberation, which is the realisation of "give everyone the ability to see". First of all, the mechanism consists of setting the value of PCAT based on the goods (a girl's one-year sanitary pads), not a fixed dollar amount. The price of the goods is determined through a formal bidding process. Suppliers who win the bid will provide the goods as collateral for PCAT. The PCAT of the locked items is issued through blockchain, and then the PCAT is directly distributed to the end beneficiaries (asset transfer). Suppliers that accept beneficiaries' PCAT will then redeem it into local currency from Binance Exchange (asset transfer). The bidding, distribution and redemption will form a trackable, non-tamperable record, which will be publicly displayed on blockchain (decentralisation), and will also be instantly published on the BCF official website, so that everyone has access to all the records in the entire process.

Blockchain would always be relevant to ethical considerations of privacy (Dierksmeier and Seele, 2018; 2020). In the P-case, one of the most concerning issues is how to protect the privacy of those girls while allowing stakeholders to see the performance of donations. P-case responded to these questions with a digital wallet. Girls who receive donations can have a Binance digital wallet, and the address of the digital wallet is a series of numbers on the blockchain.

No one could find out who the real wallet owners are. Nevertheless, as soon as the PCAT is imported into the digital wallet, the digital wallet (address) can be tracked to confirm the conversion of goods. I thus propose:

RP 2. Blockchain can reinforce organisations' capability to deliberate on major ethical issues.

RP 2a. The added value of decentralisation of blockchain can reinforce the security and transparency of socially responsible transaction records, reduce operating costs, and protect stakeholders' privacy.

RP 2b. The added value of asset transfer of blockchain can ensure the legitimacy of cash flow for organisations' social responsibility endeavours, prevent insider fraud behaviours, and protect stakeholders' privacy.

Capability of issue management: managing the performance of response and achieving the objective of public policy

In the previous analysis of developing response and process, it has been basically answered what the performances of response are. And P-case provides three types of information for the public to check these performances in a timely manner (Binance Charity, 2019b). The first one is the transaction records on blockchain; the second one is the record displayed on the official website, such as the proposal note, the number of donations, and the status of implementation; the last one is to have the beneficiaries provide feedback on social media, such as Twitter, to confirm that they have received the target products. This first type of information is the technical feedback that comes with the blockchain, and its target audience is the blockchain community. The other two types of information are complementary to the first one. They are public relations strategies whose target audience includes the blockchain and non-blockchain communities.

Chase (1982, pp. 1–2) defined issue management as "...the capacity to understand, mobilize, coordinate, and direct all strategic and policy planning functions, and all public affairs/public relations skills, toward the achievement of one objective: meaningful participation in creation of public policy that affects personal and institutional destiny". Reuter et al. (2010) also argued that it is imperative for organisations to respond sooner and smarter to the expectations of stakeholders. Only then organizations could effectively plan public policies in order to achieve their goals.

In terms of the effect of P-case for public policies, blockchain transforms its "good" for the public into an observable reality (Kewell et al., 2017; Parry and Collomosse, 2021). It gives P-case a richer meaning in public policy towards the achievement of public policy goals, i.e., the legitimacy of being an acceptable, conscientious institution (Marson and Cochran, 1991). It can change the public's stereotypical impression of blockchain in a more agile way than before. It can also bridge the knowledge gap between society and the technological systems, and extend the power of blockchain to raise the participation and involvement of individuals and industries. I thus propose:

RP 3. Blockchain's "good" can reinforce organisations' capabilities to develop issue management.

RP 3a. Blockchain can reinforce the publicity of the performance of response for social responsibility, and then respond to the expectations of stakeholders in a timely manner.

RP 3b. Blockchain can reinforce the meaning of social responsibility toward public policy, and then agilely promote the participation of stakeholders.

Conclusion

Based on the case study, I conclude that blockchain can fill the trust gap in corporate social responsibility endeavours. Blockchain can ensure the "right to donation" of stakeholders, allowing them to independently and timely verify the authenticity of social responsibility. Blockchain can also reinforce organisations' ability toward positive ethical awareness, driving organisations to deliberate social responsibility actions more transparently and more appropriately. Another key point is that the added value of "decentralisation" and "asset transfer" of blockchain can reinforce organisations' capabilities to manage issues related to performance of response for social responsibility. Finally, I provide an elaboration concerning the process of a blockchain to help create strategic assets, and hope that this outcome can inspire more studies to explore the potential capabilities of technological innovation in corporate social responsibility fulfilment. In terms of practical implications, our analysis and discussion can help for-profit or non-profit businesses evaluate, select, and design the social impact of blockchain use cases.

It is inevitable that our research contains certain limitations related to the methodology of case studies. Nevertheless, future research can employ our framework to expand target subjects, such as traditional charity institutions or social businesses. It would also be possible to conduct in-depth investigations on specific stages as they are indicated in Table 2, such as corporate's capability to consider blockchain ethics in the stage of "ethical deliberation". In addition, the impact of the external environment is also an issue worth exploring. Many computers with powerful computing capabilities and high-performance network bandwidth are required to smoothly implement blockchain. For regions with inadequate infrastructures, the question of how companies can overcome these challenges and carry out blockchain-based social responsibilities is a topic worthy of further study.

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