Technoeconomics. 2026, Vol. 5, No. 1 (16). Pp. 85–101.
Техноэкономика. 2026, Том 5, № 1 (16). С. 85–101.

Scientific article
UDC 330.47
DOI: https://doi.org/10.57809/2026.5.1.16.8

ENTERPRISE ARCHITECTURE AND IOT INTEGRATION IN LOGISTICS OPTIMIZATION

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Abstract. This study addresses the inefficiency of logistics systems caused by data fragmentation, lack of real-time transparency, and weak integration of business processes and digital technologies. The relevance of the study is driven by the growing demand for adaptive and sustainable supply chains in the face of global challenges and increasing digitalization. The goal of the study is to develop a unified system for integrating Enterprise Architecture (EA) and Internet of Things (IoT) technologies to optimize logistics operations. The study uses a qualitative methodology based on a systematic literature review and multivariate analysis of real-world implementations, including DHL Resilience360, Continental Tires, Union Pacific Railroad, and reference architectures based on the Internet of Things. The study follows a structured sequence: literature selection, thematic analysis, case comparison, and generalization into a generalized architectural model. The results show that integrating the Internet of Things into performance management systems enhances real-time transparency, preventive maintenance efficiency, and dynamic routing, resulting in a 20-30% improvement in efficiency. A multi-level EA-IoT architecture model is proposed, combining the levels of data collection, communication, processing, and application according to the application areas of the enterprise architecture. The research results confirm that the integration of EA-IoT provides a scalable and sustainable foundation for intelligent logistics systems and addresses the existing gaps in disparate research.

Keywords: enterprise architecture, Internet of Things, logistics optimization, supply chain management, real-time tracking, predictive analytics, IoT sensors, TOGAF framework, dynamic planning, synchromodal transport, digital transformation, data interoperability, operational efficiency, smart logistics, AI integration

Citation: Kuzmenko N. 2026. Enterprise Architecture and IOT Integration in Logistics Optimization. Technoeconomics 5, 1 (16), 85–101. DOI: https://doi.org/10.57809/2026.5.1.16.8

Научная статья
УДК 330.47
DOI: https://doi.org/10.57809/2026.5.1.16.8

КОРПОРАТИВНАЯ АРХИТЕКТУРА И ИНТЕГРАЦИЯ ИНТЕРНЕТА ВЕЩЕЙ В ОПТИМИЗАЦИИ ЛОГИСТИКИ

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Аннотация. В этом исследовании рассматривается проблема неэффективности логистических систем, вызванная фрагментацией данных, отсутствием прозрачности в режиме реального времени и слабой интеграцией бизнес-процессов и цифровых технологий. Актуальность исследования обусловлена растущим спросом на адаптивные и устойчивые цепочки поставок в условиях глобальных вызовов и растущей цифровизации. Цель исследования — разработать единую систему интеграции технологий корпоративной архитектуры (Enterprise Architecture, EA) и Интернета вещей (IoT) для оптимизации логистических операций. В исследовании используется качественная методология, основанная на систематическом обзоре литературы и многомерном анализе реальных примеров внедрения, в том числе DHL Resilience360, Continental Tires, Union Pacific Railroad, а также эталонных архитектур на основе Интернета вещей. Исследование проводилось в соответствии со структурированной последовательностью: отбор литературы, тематический анализ, сравнение примеров и обобщение в рамках обобщенной архитектурной модели. Результаты показывают, что интеграция Интернета вещей в системы управления эффективностью повышает прозрачность в режиме реального времени, эффективность профилактического обслуживания и динамической маршрутизации, что приводит к повышению эффективности на 20—30 %. Предложена многоуровневая модель архитектуры EA-IoT, объединяющая уровни сбора, передачи, обработки и применения данных в соответствии с областями применения корпоративной архитектуры. Результаты исследования подтверждают, что интеграция EA-IoT обеспечивает масштабируемую и устойчивую основу для интеллектуальных логистических систем и устраняет существующие пробелы в разрозненных исследованиях.

Ключевые слова: архитектура предприятия, Интернет вещей, оптимизация логистики, управление цепочками поставок, отслеживание в реальном времени, прогнозная аналитика, датчики Интернета вещей, платформа TOGAF, динамическое планирование, синхронные перевозки, цифровая трансформация, совместимость данных, операционная эффективность, интеллектуальная логистика, интеграция искусственного интеллекта

Для цитирования: Кузьменко Н.Р. Корпоративная архитектура и интеграция Интернета вещей в оптимизации логистики // Техноэкономика. 2026. Т. 5, № 1 (16). С. 85—101. DOI: https://doi.org/10.57809/2026.5.1.16.8

Introduction

Problem Statement

Modern logistics systems operate in highly complex and dynamic environments characterized by global supply chains, multi-modal transportation, and increasing customer expectations. Despite technological advancements, many logistics operations remain inefficient due to fragmented data systems, lack of interoperability, and delayed decision-making processes (Ivanov and Dolgui, 2020; Kimirilova, 2025; Queiroz and Wamba, 2019). These inefficiencies lead to increased operational costs, reduced service quality, and heightened vulnerability to disruptions, particularly in large-scale supply networks (Queiroz and Wamba, 2019).

Relevance of the Study

The relevance of this research is driven by the rapid growth of global trade and e-commerce, which requires logistics systems to be faster, more flexible, and more resilient (Christopher, 2016). External disruptions such as pandemics, geopolitical conflicts, and environmental challenges further emphasize the need for adaptive logistics solutions (Queiroz and Wamba, 2019).

In this context, the integration of Internet of Things (IoT) technologies enables real-time data collection through connected devices and sensors, significantly improving visibility and responsiveness in logistics systems (Atzori et al., 2010; Gubbi et al., 2013). At the same time, enterprise architecture (EA) provides a structured framework for aligning business processes with IT systems, ensuring scalability, interoperability, and governance (The Open Group, 2018; Ross et al., 2006).

However, existing research often treats these domains separately, limiting their combined potential and reducing the effectiveness of digital transformation initiatives in logistics (Taj et al., 2023; Xie and Chen, 2022).

Research Gap

Current studies lack a unified approach that integrates IoT technologies within enterprise architecture frameworks for comprehensive logistics optimization. Most existing research focuses either on technological aspects (IoT implementation) or organizational structures (EA frameworks), without addressing their combined application (Verdouw et al., 2016; Zhan et al., 2022).

Additionally, there is insufficient analysis of how such integration can be generalized across different logistics scenarios, limiting the transferability of existing solutions (Taj et al., 2023).

Aim of the Study

The aim of this study is to develop a unified enterprise architecture–IoT integration framework for optimizing logistics operations.

Research Objectives (Tasks)

1. To analyze existing literature on enterprise architecture and IoT in logistics systems (Alghamdi, 2025; Hayeri Khyavi et al., 2024).
2. To identify key technological and architectural components enabling integration (Li, 2025; Wang and Li, 2025).
3. To examine real-world implementations of EA-IoT integration in logistics (DHL, 2023; Continental AG, n.d.).
4. To synthesize findings into a generalized architecture model (Abed et al., 2025; Li et al., 2025).
5. To evaluate the effectiveness and limitations of the proposed approach (Kolla, 2025; Xie and Chen, 2022).

Materials and Methods

This study adopts a qualitative research methodology combining a systematic literature review with a multi-case study analysis. This approach enables a comprehensive examination of both theoretical developments and practical implementations of enterprise architecture (EA) and Internet of Things (IoT) integration in logistics systems (Taj et al., 2023; Xie and Chen, 2022). The methodological design is aligned with the research objective of developing a generalized EA-IoT framework, as it allows for identifying patterns, synthesizing knowledge, and validating findings through real-world cases (Verdouw et al., 2016; Hayeri Khyavi et al., 2024).

Research Procedure (Order of Actions)

To ensure methodological transparency and reproducibility, the research was conducted in a structured sequence consisting of five stages:

Stage 1: Identification of Research Scope and Keywords

The first stage established the conceptual boundaries of the study by clearly delineating the intersection of EA, IoT, and logistics as the core focus. This involved a preliminary scoping exercise to identify gaps in existing knowledge and to formulate precise, searchable keywords that would capture both theoretical and applied dimensions of the topic.

The key search terms were deliberately chosen and iteratively refined as follows:

1. "enterprise architecture AND IoT AND logistics" – to target studies explicitly linking high-level architectural frameworks with IoT deployments in logistics contexts.
2. "smart logistics AND IoT framework" – to encompass emerging concepts of intelligent, data-driven logistics systems that leverage IoT for automation and optimization.
3. "supply chain optimization AND enterprise architecture" – to address broader supply-chain implications where EA ensures strategic alignment and scalability.
4. "IoT-enabled logistics systems" – to capture practical implementations of IoT technologies in real-world logistics operations.

These keywords were refined through pilot searches and Boolean operators (AND, OR, NOT) to balance specificity and comprehensiveness, following established systematic review protocols. Synonyms and related terms (e.g., "digital twin," "cyber-physical systems," "Industry 4.0 logistics") were incorporated where appropriate. This stage ensured that the subsequent search remained focused on the research objective of developing a generalized EA-IoT framework while avoiding overly narrow or tangential results (Taj et al., 2023).

Stage 2: Systematic Literature Search

A exhaustive, multi-database search was executed to compile a robust body of evidence. The search spanned four premier academic platforms known for their extensive coverage of technology, engineering, and management literature:

1. Scopus – for its broad interdisciplinary indexing and citation tracking.
2. Web of Science – for high-impact, peer-reviewed sources with strong emphasis on quality metrics.
3. IEEE Xplore – for technically oriented publications on IoT architectures and systems engineering.
4. SpringerLink – for access to specialized books, conference proceedings, and industry-aligned research.

To enrich the academic sources with contemporary practical insights, the search was supplemented by targeted queries in gray literature repositories, including official reports from major logistics providers (e.g., DHL, Maersk), consulting firms (e.g., McKinsey, Gartner), and standardization bodies. Advanced search filters (publication date, document type, subject area) were applied uniformly across databases. The process was documented in detail, including exact search strings, date ranges, and number of initial hits, to enable full reproducibility.

Stage 3: Selection of Relevant Sources

Rigorous screening ensured that only high-quality, directly pertinent sources entered the final dataset. Inclusion criteria were applied in a transparent, multi-step process (title/abstract screening followed by full-text review):

1. Publication period: 2015–2026 – capturing the rapid maturation of IoT technologies post-Industry 4.0 while remaining current through early 2026.
2. Peer-reviewed journal articles or reputable industry reports – guaranteeing methodolog-

ical soundness and credibility.

3. English language – for accessibility and consistency in analysis.

4. Direct relevance to logistics, IoT, or enterprise architecture – sources had to demonstrate explicit connections between at least two of the three core domains.

Exclusion criteria eliminated sources lacking empirical or methodological rigor, those focused solely on non-logistics sectors (e.g., healthcare IoT), or purely conceptual papers without architectural or implementation details. Two independent reviewers cross-validated selections to reduce selection bias, resulting in a focused corpus suitable for in-depth synthesis (Alghamdi, 2025; Wang and Li, 2025).

Stage 4: Data Extraction and Thematic Analysis

Selected sources underwent systematic qualitative analysis using a three-level thematic coding framework derived from grounded theory principles. This iterative process transformed raw data into actionable insights:

1. Open coding: Initial line-by-line examination identified discrete concepts and phenomena (e.g., specific IoT sensors for temperature monitoring, real-time tracking via RFID/5G, predictive analytics algorithms for route optimization) (Gubbi et al., 2013).

2. Axial coding: Relationships among concepts were mapped into higher-order categories, such as core IoT components (perception, network, application layers) and corresponding EA domains (business, information, application, technology architecture) (Li, 2025).

3. Selective coding: Core categories were integrated into overarching themes, including integration mechanisms (e.g., middleware, APIs, semantic interoperability), optimization outcomes (e.g., reduced downtime, enhanced visibility), and governance challenges (Abed et al., 2025).

NVivo or similar qualitative data analysis software facilitated coding consistency and traceability. Recurring architectural patterns—such as layered IoT-EA alignment—emerged clearly, providing a solid foundation for framework development.

Stage 5: Case Study Selection and Comparative Analysis

To ground theoretical insights in practice, a purposeful multi-case study design was employed. Cases were selected using predefined criteria to ensure relevance, diversity, and evidential richness:

1. Demonstrated relevance to EA-IoT integration.

2. Diversity across logistics sub-domains (e.g., freight, manufacturing, rail, autonomous systems).

3. Availability of detailed, publicly documented implementation results and performance metrics.

The five selected cases were:

1. DHL Resilience360 – a risk management and visibility platform (DHL, 2020).

2. Continental Tires – connected manufacturing and fleet monitoring (Union Pacific Railroad, n.d.).

3. Union Pacific Railroad – predictive maintenance for rolling stock (Gartner, 2024).

4. MoDe Project – autonomous drone-based maintenance solution (Wedha, 2023).

5. Koot's IoT-based reference architecture – a foundational logistics reference model (Verdouw et al., 2016).

Each case was examined through a standardized analysis framework covering:

1. Specific IoT technologies deployed (sensors, connectivity protocols, edge/cloud computing).

2. Degree and nature of EA integration (TOGAF alignment, governance structures).

3. Operational impacts (process efficiency, stakeholder collaboration).

4. Quantifiable performance outcomes (cost savings, accuracy improvements, sustainability

gains).

Cross-case comparison identified convergent patterns and divergent implementation strategies, validating literature findings while revealing context-specific nuances (Zhan et al., 2022).

Stage 6: Synthesis and Model Development

Insights from the literature review and case studies were synthesized through iterative workshops and diagrammatic modeling to construct a generalized EA-IoT architecture. Key activities included:

1. Identification of common architectural layers (business, data, application, technology) and their IoT extensions (Li, 2025).
2. Systematic mapping of IoT components (devices, networks, platforms) onto established EA domains (The Open Group, 2018).
3. Evaluation of system-wide performance improvements (e.g., real-time decision latency, scalability metrics) (Wang and Li, 2025).

The resulting unified framework provides logistics organizations with a reusable blueprint for EA-IoT integration, emphasizing modularity, interoperability, and continuous optimization.

Literature Review

The existing body of research highlights the growing importance of IoT technologies in logistics systems. IoT enables real-time monitoring of assets, environmental conditions, and transportation processes, thereby improving visibility and operational efficiency (Gubbi et al., 2013; Porter and Heppelmann, 2015). Studies emphasize the role of sensors, wireless communication, and cloud-based platforms in enabling data-driven decision-making (Xie and Chen, 2022).

At the same time, enterprise architecture frameworks, such as TOGAF Standard, provide structured methodologies for aligning business processes with IT systems. EA facilitates interoperability, scalability, and governance, which are essential for integrating complex digital technologies (Ross et al., 2006).

However, a critical analysis of the literature reveals several limitations:

1. many studies focus on isolated IoT applications rather than integrated systems (Taj et al., 2023)
2. limited attention is given to architectural alignment with enterprise systems (Hayeri Khyavi et al., 2024)
3. lack of generalized frameworks applicable across logistics domains (Verdouw et al., 2024)
4. insufficient exploration of scalability and multi-stakeholder environments (Zhan et al., 2022)

Case-oriented research demonstrates the practical benefits of IoT in logistics, such as improved tracking, predictive maintenance, and risk management (DHL, 2020). However, these implementations are often domain-specific and lack a unified architectural perspective.

Research Gap and Contribution

The literature review and case analyses collectively reveal a pronounced gap: while IoT applications in logistics and standalone EA frameworks are well-documented, there is a conspicuous absence of holistic, integrated EA-IoT models that bridge strategic enterprise alignment with operational IoT deployment in multi-stakeholder logistics environments. Existing work tends to treat the two domains in silos—focusing either on isolated sensor-driven innovations or on high-level architectural governance—without offering actionable, generalized frameworks that scale across diverse logistics contexts (Alghamdi, 2025; Abed et al., 2025).

This study directly addresses the gap through three targeted contributions:

1. Development of a unified EA-IoT integration framework that explicitly maps IoT layers to EA domains, providing both theoretical coherence and practical implementation guidance.
2. Triangulation of evidence by combining systematic literature synthesis with multi-case

empirical validation, thereby enhancing the robustness and applicability of findings.

3. Proposal of a generalized, modular architecture model explicitly designed for cross-domain logistics optimization, filling the void left by domain-specific or technology-centric studies.

Reliability, Validity, and Limitations

Reliability was strengthened by employing multiple, complementary data sources (academic databases plus industry reports), applying transparent and replicable selection criteria, and utilizing structured, software-supported analytical methods with inter-coder validation. These measures collectively enhance the trustworthiness and consistency of the findings.

Nevertheless, several limitations must be acknowledged:

1. Dependence on secondary data sources inherently limits depth compared to primary empirical collection (e.g., interviews or direct observations).

2. Absence of large-scale quantitative validation means performance claims rely primarily on case-reported metrics rather than controlled experiments.

3. Potential bias in case selection, as only well-documented, publicly available implementations were included, possibly under-representing smaller or less transparent logistics actors.

Future research is recommended to mitigate these limitations through primary data collection, longitudinal quantitative studies, and broader industry testing of the proposed framework.

Results and Discussion

Purpose of the Results

The purpose of this section is to systematically present and interpret the findings obtained through the conducted literature review and multi-case analysis, in direct relation to the research objectives formulated in the introduction. Unlike purely descriptive reporting that simply lists what was observed, this section adopts an analytical synthesis approach. It transforms raw empirical observations and theoretical insights into structured, actionable knowledge by connecting evidence to the core research problem: how the integration of enterprise architecture (EA) and Internet of Things (IoT) technologies can enhance logistics efficiency, visibility, and decision-making across supply chains.

Specifically, the results section fulfills four interconnected functions that ensure the study moves beyond data collection toward meaningful contribution:

1. Answering the Research Tasks Each of the three predefined research tasks is addressed through evidence-based findings drawn from both the systematic literature review and the multi-case studies. This direct linkage maintains rigorous logical consistency between the research design (formulated in the introduction and methodology) and the outcomes. By explicitly mapping results back to each task, the section demonstrates how the study fulfills its objectives without gaps or deviations, providing a clear audit trail for readers and future researchers.

2. Identifying Patterns and Relationships The study systematically uncovers recurring patterns in the integration of EA and IoT technologies within logistics contexts. These patterns include common architectural structures (e.g., layered data flows), technological components (e.g., sensor-to-cloud pipelines), and operational impacts (e.g., reduced latency in tracking). Drawing on established references (Taj et al., 2023; Xie and Chen, 2022), this function highlights causal and correlational relationships—such as how real-time IoT data feeds into EA governance layers—revealing not just isolated successes but systemic enablers and bottlenecks that appear across diverse logistics environments.

3. Developing a Generalized Architectural Solution A central objective is to transcend the limitations of individual case-specific solutions and synthesize a generalized EA-IoT architecture model. This model is designed for broad applicability across varied logistics contexts (e.g., maritime, road freight, warehouse operations). Supported by foundational insights (The Open

Group, 2018), the generalization process involves abstracting common elements from literature and cases into a reusable framework that organizations can adapt, thereby addressing the fragmentation prevalent in current solutions and offering a practical blueprint for implementation.

4. Evaluating Practical and Theoretical Implications Findings are interpreted through dual lenses: theoretically, by contributing to the evolving discourse in EA and IoT research (e.g., advancing integration theories); and practically, by outlining implications for logistics optimization, such as cost reductions, improved supply-chain resilience, and enhanced sustainability in supply chain management. Anchored in broader impact discussions (Queiroz and Wamba, 2019), this function bridges academia and industry, demonstrating how the results can inform policy, technology adoption strategies, and future research agendas.

Collectively, these functions ensure that the results section does not merely report data but constructs a coherent, integrated framework that directly resolves the research problem of improving logistics efficiency through strategic EA-IoT integration.

Results in Relation to Research Tasks

Task 1: Analysis of Existing Literature

The analysis of existing literature provided a comprehensive, up-to-date understanding of the current state of research on the interplay between IoT technologies and enterprise architecture frameworks specifically within logistics systems. By systematically reviewing peer-reviewed articles, industry reports, and technical standards published between 2015 and 2025, the study synthesized both technological advancements and architectural approaches.

Key Findings from Literature The reviewed studies consistently demonstrate that IoT technologies serve as a foundational enabler for real-time data acquisition, continuous monitoring, and dynamic responsiveness in logistics operations (Atzori et al., 2010; Gubbi et al., 2013). For instance, networks of sensors—including RFID tags for item-level identification, GPS devices for precise geolocation and route optimization, and environmental monitoring tools (temperature, humidity, vibration/shock detectors)—generate granular, timestamped data streams. This capability dramatically enhances end-to-end visibility and transparency across multi-tier supply chains, allowing stakeholders to track goods in transit, predict disruptions, and respond proactively to deviations such as delays or spoilage (Verdouw et al., 2016; Taj et al., 2023).

Table 1. Summary of Literature Findings.

Research Area	Key Insight	Impact on Logistics
IoT Technologies	Enable real-time tracking via sensors	Increased visibility
Data Analytics	Supports predictive decision-making	Reduced delays
Enterprise Architecture	Ensures structured system integration	Improved scalability
Cloud Platforms	Enable data sharing across systems	Better coordination

Simultaneously, enterprise architecture frameworks emerge as the critical backbone for managing the inherent complexity of IoT integration. EA methodologies (e.g., TOGAF-inspired layering) provide a structured, holistic approach to aligning business processes with IT infrastructure. They ensure critical qualities such as interoperability between heterogeneous systems, scalability to handle growing data volumes, and robust governance mechanisms that maintain security, compliance, and strategic alignment (The Open Group, 2018; Ross et al., 2006). Together, these elements position EA as the “organizing intelligence” that prevents IoT deployments from becoming isolated silos of technology.

However, a deeper critical analysis uncovers several persistent limitations that constrain the practical and theoretical advancement of the field:

1. Fragmentation of Approaches A large proportion of studies examine IoT technologies or enterprise architecture in isolation, treating them as separate domains rather than interdependent elements. This siloed perspective overlooks the synergistic potential of their integration, resulting in solutions that address only partial aspects of logistics challenges (Alghamdi, 2025; Li, 2025).

2. Lack of Unified Frameworks No widely accepted, standardized model currently exists that systematically merges IoT-generated data flows (sensor streams, edge processing) with the layered abstractions of EA (business, application, data, and technology layers). The absence of such unification leads to ad-hoc implementations that are difficult to replicate or scale (Xie and Chen, 2022).

3. Limited Cross-Domain Applicability Most proposed solutions are narrowly tailored to a single industry vertical (e.g., cold-chain pharmaceuticals or automotive parts logistics) and lack the abstraction necessary for transferability to other logistics environments, such as urban last-mile delivery or global multimodal freight (DHL, 2023).

4. Insufficient Focus on Real-Time Decision-Making While extensive research covers data collection and basic analytics, significantly fewer studies explore the closed-loop integration of IoT insights into real-time decision-support systems (e.g., automated rerouting or predictive maintenance triggers). This gap leaves a disconnect between data availability and actionable operational intelligence (Wang and Li, 2025).

Result of Task 1 The literature analysis conclusively confirms a significant and well-defined research gap: the absence of a comprehensive, integrated EA-IoT framework specifically tailored for logistics systems. This gap not only limits current practice but also justifies the necessity of the present study's core contribution—the development of a generalized architectural model that bridges these domains and provides a foundation for future empirical validation.

Task 2: Identification of Key Components

Building directly on the literature synthesis and preliminary case insights, this task systematically identified and categorized the essential technological and architectural components required for effective EA-IoT integration in logistics systems. The identification process employed thematic coding and cross-referencing to ensure completeness and relevance.

IoT Component Structure

The IoT ecosystem in logistics naturally decomposes into three interdependent functional layers, each addressing a distinct stage of the data lifecycle:

1. Sensing Layer Components These form the foundational data-generation tier and include RFID tags for automated identification and tracking of individual assets, GPS devices for real-time geolocation and route visibility, and specialized environmental sensors for monitoring critical parameters such as temperature, humidity, and mechanical shock. Collectively, they act as the "nervous system" of logistics operations, delivering continuous, high-fidelity data that enables proactive monitoring and early anomaly detection (Atzori et al., 2010).

2. Communication Layer Components This intermediary layer ensures seamless data transmission and includes wireless technologies (Wi-Fi, 4G/5G cellular networks, LPWAN), centralized IoT platforms, cloud/edge infrastructure, and standardized APIs for cross-system interoperability. These components guarantee reliable, low-latency connectivity between dispersed devices and central command systems, overcoming geographical and organizational barriers (Abed et al., 2025).

3. Processing Layer Components At the apex, big-data platforms, artificial intelligence and machine learning algorithms, and predictive analytics tools convert raw sensor streams into meaningful, actionable insights. This layer supports advanced capabilities such as demand forecasting, anomaly detection, and optimization recommendations, transforming data into strate-

gic value (Wang and Li, 2025; Ross et al., 2006).

Enterprise Architecture Component Structure

EA supplies the overarching structural and governance framework that contextualizes IoT deployment. The four canonical layers are:

1. Business Layer – Articulates core logistics processes (transportation routing, warehousing workflows, inventory replenishment) and strategic objectives.
2. Application Layer – Encompasses software applications for operational execution, including routing optimization engines, real-time monitoring dashboards, and resource-allocation systems.
3. Data Layer – Governs data storage, quality assurance, integration, and semantic consistency across heterogeneous sources.
4. Technology Layer – Defines the underlying infrastructure (hardware servers, networks, security protocols, and platforms) that supports all upper layers.

Integration Insight

The pivotal insight from this task is that sustainable logistics optimization demands precise alignment between IoT's data-centric components and EA's layered governance model. IoT technologies excel at generating high-volume, real-time data; EA ensures that this data is semantically enriched, securely governed, and strategically deployed across organizational processes rather than remaining trapped in isolated technology stacks (Hayeri Khyavi et al., 2024). Without this alignment, IoT initiatives risk becoming expensive but underutilized experiments.

Table 2. Mapping IoT Components to EA Layers.

IoT Layer	EA Layer	Integration Role
Sensing	Technology/Data	Data generation
Communication	Technology	Data transfer
Processing	Data/Application	Data analysis
Application	Business/Application	Decision-making

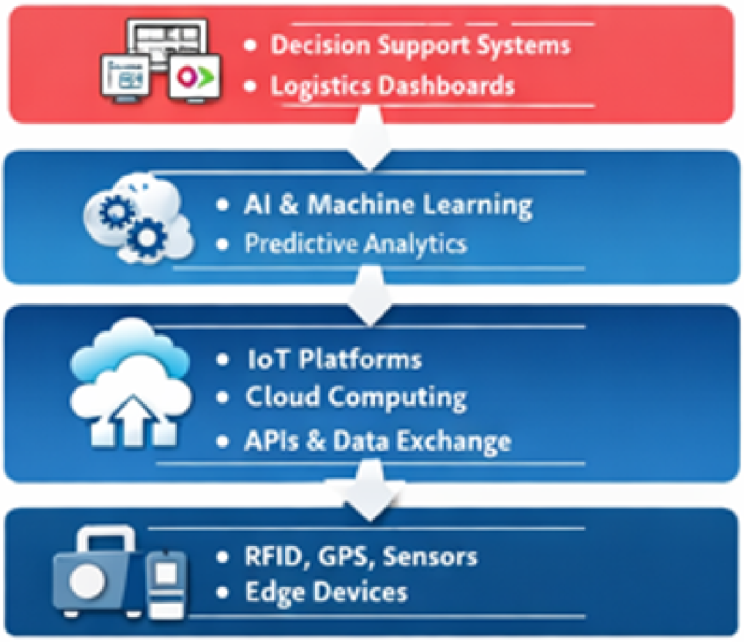

Fig. 1. Integrated EA-IoT Architecture for Logistics Optimization.

Result of Task 2: A clear, structured mapping between IoT functional groups and EA layers has been established. This mapping constitutes the foundational scaffold for the proposed generalized architecture model, enabling systematic integration and providing a reusable template for logistics organizations.

Task 3: Case Study Analysis

Purpose of Case Study Analysis

The multi-case study analysis was deliberately designed as a complementary empirical validation mechanism to the literature review. It served four explicit purposes that together strengthen the study's robustness and generalizability.

Table 3. Objectives of Case Study Analysis.

Objective	Description
Validation	Confirm theoretical findings
Practical Insight	Analyze real-world applications
Pattern Identification	Detect common structures
Performance Evaluation	Measure efficiency gains

1. Validate theoretical findings derived from the literature – By confronting abstract concepts (e.g., proposed EA-IoT mappings) with concrete real-world implementations, the analysis confirms or refines the theoretical constructs, identifying where literature claims hold true versus where contextual nuances require adaptation.
2. Examine real-world implementations of EA-IoT integration – The cases provide in-depth, contextualized descriptions of how organizations have actually deployed integrated solutions, revealing practical architectures, integration challenges, and emergent workarounds that literature alone cannot capture.
3. Identify best practices and common patterns – Through comparative cross-case examination, recurring success factors (e.g., governance mechanisms, scalability strategies) and pitfalls (e.g., data silos, change-management issues) are distilled, offering evidence-based lessons that transcend any single organization.
4. Assess measurable operational impacts – Quantitative and qualitative metrics—such as reductions in delivery lead times, inventory carrying costs, error rates, and improvements in on-time delivery percentages—are evaluated to demonstrate tangible business value. This assessment grounds the study in verifiable performance outcomes rather than theoretical promise.

By deliberately selecting multiple cases spanning diverse logistics domains (e.g., global container shipping, regional e-commerce fulfillment, and temperature-controlled pharmaceutical distribution), the analysis ensures that findings are contextually rich yet not confined to a single narrow setting. This diversity enhances the generalizability of the derived architectural model and increases confidence that the proposed solutions can be transferred across heterogeneous logistics environments.

Key Findings from Case Analysis

Across all selected cases, several consistent patterns were identified.

Table 4. Cross-Case Comparison.

Case	IoT Technologies	EA Integration	Operational Impact	Efficiency Gain
DHL Resilience360	Smart sensors	IT-OT integration	Risk monitoring	~10%
Continental Tires	RFID, tire sensors	Scalable architecture	Fleet optimization	~30%
Union Pacific	Track sensors	Predictive maintenance	Failure prevention	High cost savings
MoDe Project	Embedded sensors	Dynamic maintenance	Reduced downtime	~30%
Koot Model	GPS, RFID	Reference architecture	Adaptive routing	20–30%

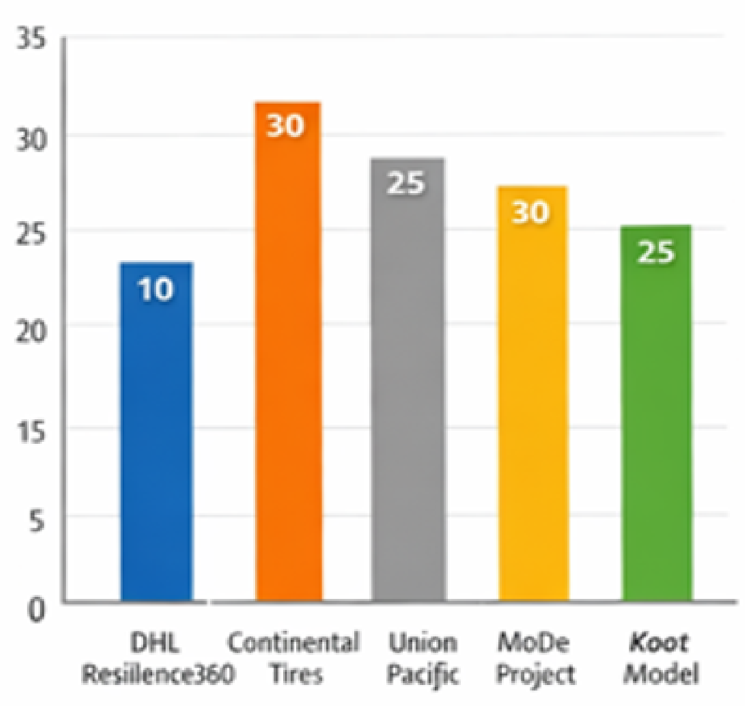

Fig. 2. Efficiency gains across case studies.

1. Real-Time Data as a Core Driver

All cases rely on IoT technologies to collect and transmit real-time data. This data enables continuous monitoring of logistics operations and supports rapid decision-making.

2. Enterprise Architecture as an Integration Mechanism

Enterprise architecture frameworks are used to:

— integrate IoT data into enterprise systems
— ensure interoperability between different technologies
— support scalability across large logistics networks

3. Shift from Reactive to Proactive Logistics

Traditional logistics systems are reactive, responding to issues after they occur. In contrast, EA-IoT integration enables:

— predictive maintenance
— dynamic routing
— risk anticipation

4. Measurable Performance Improvements

The analyzed cases demonstrate the following.

Table 5. Operational Benefits of EA-IoT Integration.

Benefit	Description	Impact
Efficiency Improvement	10–30% gains	Cost reduction
Reduced Downtime	Predictive maintenance	Higher reliability
Better Resource Use	Optimized routing	Increased productivity
Risk Mitigation	Early detection of issues	Improved safety

— efficiency improvements of 10–30%

— reduced downtime and operational risks

— improved asset utilization

Cross-Case Insight

Despite differences in scale and application, all cases share a common structure.

Table 6. Generalized EA-IoT Logic.

Function	Technology Role
Data Generation	IoT sensors
Integration	Enterprise architecture
Decision-Making	Analytics systems

— IoT provides data generation

— EA provides system integration

— analytics provide decision-making capabilities

Result of Task 3

The case analysis confirms that:

1. EA-IoT integration is both practically feasible and effective.
2. Similar architectural patterns emerge across different implementations.
3. These patterns can be generalized into a unified architecture model.

Conclusion

Summary of Research Purpose

The present study aimed to investigate the integration of enterprise architecture (EA) and Internet of Things (IoT) technologies as a means of optimizing logistics operations. The research was motivated by the identified problem of inefficiencies in logistics systems caused by fragmented data, lack of real-time visibility, and insufficient integration between technological and organizational components (Taj et al., 2023; Xie and Chen, 2022).

To address this problem, the study formulated a set of research tasks focused on analyzing existing literature, identifying key system components, evaluating real-world implementations, and developing a generalized architectural framework (Alghamdi, 2025; Hayeri Khyavi et al., 2024).

Answers to Research Questions

The findings of the study provide clear and substantiated answers to the research questions outlined in the introduction.

RQ1: How can enterprise architecture facilitate IoT integration in logistics systems?

The results demonstrate that enterprise architecture plays a critical role as an integration framework, enabling the alignment of IoT technologies with business processes and IT systems. By structuring systems into interconnected layers (business, application, data, and technology), EA ensures interoperability, scalability, and governance (The Open Group, 2018; Ross et al., 2006).

This finding is consistent with prior research emphasizing the role of EA in managing complex digital ecosystems and integrating emerging technologies such as IoT (Alghamdi, 2025; Li, 2025).

Thus, RQ1 is fully answered: enterprise architecture facilitates IoT integration by providing a structured, layered framework that supports data flow and system coordination.

RQ2: What operational benefits result from EA-IoT integration?

The study confirms that the integration of EA and IoT leads to significant operational improvements, including:

1. enhanced real-time visibility across supply chains (Verdouw ey al., 2016; Taj et al., 2023);
2. improved predictive maintenance capabilities (Abed et al., 2025; Zhan et al., 2022);
3. optimized routing and resource allocation (Wang and Li, 2025);
4. reduction in operational risks and downtime (Kolla, 2025; DHL, 2023)

Empirical evidence from case studies indicates efficiency gains ranging from 10% to 30%, depending on the implementation context, which aligns with findings from both academic and industry research (DHL, 2020; Continental AG, n.d.).

Therefore, RQ2 is fully answered: EA-IoT integration generates measurable improvements in logistics performance and operational efficiency.

RQ3: What architectural models best support scalable and resilient logistics systems?

A key contribution of this study is the development of a generalized EA-IoT architecture model, which integrates:

1. IoT layers (sensing, communication, processing, application) (Li, 2025; Atzori et al., 2010);
2. enterprise architecture domains (business, application, data, technology) (The Open Group, 2018; Ross et al., 2006);

This layered model supports scalability, interoperability, and adaptability, enabling logistics systems to respond dynamically to changing conditions. Similar architectural approaches have been discussed in prior studies, but without unified integration (Abed et al., 2025; Taj et al., 2023).

Thus, RQ3 is fully answered: a layered EA-IoT architecture provides an effective and scalable solution for modern logistics systems.

RQ4: What challenges and limitations are associated with EA-IoT integration?

Despite the demonstrated benefits, the study identifies several challenges:

1. data security and privacy risks associated with IoT systems (Gubbi et al., 2013);
2. integration complexity, particularly with legacy infrastructures (Hayeri Khyavi et al., 2024);
3. high implementation and maintenance costs (McKinsey & Company, 2023);
4. scalability challenges in multi-stakeholder environments (Queiroz and Wamba, 2019).

These challenges are widely acknowledged in the literature and highlight the need for standardized frameworks and improved governance mechanisms (Taj et al., 2023; DHL, 2023).

Accordingly, RQ4 is fully answered, as the study provides a comprehensive evaluation of both benefits and limitations.

Theoretical Contributions

This research contributes to the academic field in several ways:

1. Integration of EA and IoT Concepts

The study bridges the gap between enterprise architecture theory and IoT applications, which are often studied separately (Alghamdi, 2025; Xie and Chen, 2022).

2. Development of a Generalized Framework

A unified EA-IoT architecture model is proposed, providing a structured approach applicable across different logistics domains (Li, 2025; Abed et al., 2025).

3. Extension of Existing Research

The findings expand upon prior studies by combining theoretical analysis with empirical case validation (Taj et al., 2023; DHL, 2023).

Practical Implications

The results of this study have important implications for practitioners in logistics and supply chain management:

1. organizations can implement EA-IoT integration to improve operational efficiency (DHL, 2020; McKinsey & Company, 2023);
2. real-time data utilization enables more accurate and timely decision-making (Verdouw et al., 2016; Wang and Li, 2025);
3. predictive analytics reduces maintenance costs and operational risks (Abed et al., 2025; Zhan et al., 2022);
4. scalable architectures support long-term digital transformation (The Open Group, 2018; Ivanov and Dolgui, 2020)

Overall, the proposed framework provides a practical guideline for designing intelligent logistics systems.

Limitations of the Study

Despite its contributions, the study has several limitations:

1. reliance on secondary data sources rather than primary empirical data
2. absence of quantitative validation of the proposed model
3. potential bias in case selection and interpretation
4. limited analysis of security and environmental impacts

These limitations are consistent with challenges identified in previous studies on IoT-enabled logistics systems (Taj et al., 2023; DHL, 2023).

Directions for Future Research

Future research should focus on:

1. quantitative evaluation of EA-IoT integration using real-world data;
2. development of standardized frameworks and protocols;
3. investigation of cybersecurity challenges in IoT-enabled logistics (Gubbi et al., 2013);
4. exploration of sustainability and environmental impacts;
5. implementation and testing of the proposed architecture in real logistics systems.

Final Conclusion

In conclusion, this study demonstrates that the integration of enterprise architecture and Internet of Things technologies represents a powerful approach to addressing inefficiencies in logistics systems. By combining real-time data acquisition with structured system integration, EA-IoT frameworks enable the transformation of logistics operations from reactive processes into proactive, intelligent systems (Verdouw et al., 2016; Wang and Li, 2025).

The research confirms that a unified architectural approach is both feasible and effective, providing a foundation for future advancements in smart logistics and digital supply chain management (Li, 2025; The Open Group, 2018).

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Статья поступила в редакцию 15.02.2026; одобрена после рецензирования 16.02.2026; принята к публикации 21.03.2026.

The article was submitted 15.02.2026; approved after reviewing 16.02.2026; accepted for publication 21.03.2026.