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Blockchain, AI, and IoT Convergence for Intelligent and Sustainable Enterprise Resource Management in Smart Agriculture

Mallikarjuna Badiger [1,*], Y. Sree Vani [2], Sheethal P. P. [3], Chitra K. [4], and Prakasha [5]

[1] *Department of Computer Applications, Dayananda Sagar Business Academy, Bengaluru, Karnataka, India*

[2] *Department of Computer Science and Engineering, T John Institute of Technology, Bengaluru, Karnataka, India*

[3] *Department of Computer Applications, Srinivas University, Mangaluru, Karnataka, India*

[4] *Department of Master of Computer Applications, Dayananda Sagar Academy of Technology and Management, Bengaluru, Karnataka, India*

[5] *Department of Kannada, Dayananda Sagar Business Academy, Bengaluru, Karnataka, India*

[*] Corresponding author: mallikarjun2gb@gmail.com

Abstract. This paper offers a structured review of the scientific literature on how the integration of blockchain, artificial intelligence (AI), and the Internet of Things (IoT) can improve enterprise resource management in smart agriculture. The three technologies have been discussed extensively on their own, but agricultural enterprises still find it difficult to build an architecture that combines real-time data collection and analysis, secure data transfer, prediction, and organizational planning. To address this problem, the study synthesizes more than 20 scientific sources into a framework that connects visibility, trust, analytics, and orchestration. The research is theoretical and follows a conceptual review design, so all tables, diagrams, and graphs should be read as synthesized literature findings. The review suggests that IoT improves asset tracking at the field level, blockchain builds trust and transparency between organizations, and AI supports anomaly detection, forecasting, and resource allocation in a changing environment. Together, these technologies may improve enterprise resource management tasks such as irrigation scheduling, input procurement, and logistics management. Several barriers remain, including interoperability, governance, workforce competence, security, and energy efficiency.

Keywords. Blockchain; artificial intelligence; Internet of Things; smart agriculture; enterprise resource management; sustainability

I. Introduction

Modern agriculture is moving from isolated automation systems to integrated production systems in which data collection, analytics, and business planning together generate value [1], [2]. The digitization of agriculture involves not only automation but also data availability, efficient decision making, and optimal resource use [1], [2]. The Internet of Things (IoT) allows real-time monitoring of soil properties, plant conditions, weather, machinery operations, and logistics. The data obtained can be processed by artificial intelligence (AI) algorithms to optimize harvests, detect plant diseases, control irrigation, and plan enterprise activities [3], [4]. Blockchain technology improves transparency, traceability, and security in supply chains and supports cooperation among farmers, logistics providers, retailers, and certification bodies [5], [6].

Enterprise-level management in agriculture remains fragmented, because many farms and agribusinesses still run separate systems for monitoring, supply chain management, accounting, compliance, and sustainability management. Sensor data are therefore hard to bring into enterprise decision making, and insights from AI analysis are hard to apply to enterprise resource management (ERM), auditing, and sustainability goals [7], [8].

The literature lacks a framework that combines blockchain, AI, and IoT for enterprise-level management and sustainability in agriculture. Existing research focuses mostly on individual technologies or on single areas of agriculture, such as traceability, irrigation, or crop monitoring, and the enterprise-level integration of the three technologies has received little attention [7], [8]. This paper therefore examines blockchain, AI, and IoT in agriculture and their role in enterprise-level management. It aims to (1) evaluate the roles of blockchain, AI, and IoT in smart agriculture, (2) analyze their effect on enterprise management processes, (3) synthesize the findings into an integrative conceptual framework of technology convergence for sustainable agriculture, and (4) identify the challenges of implementing blockchain-AI-IoT systems and recommend directions for future research.

II. Literature Review

Smart agriculture has moved beyond the use of sensors for gathering information toward integrated intelligent systems

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that support data-driven decisions. Early research focused on the role of IoT in building sensor networks that monitor soil, climate, and irrigation. These technologies increased the volume of data collected and improved resource use, which was the starting point for precision agriculture [9]-[11]. The growing volume of agricultural data has also accelerated the adoption of big data analytics as a basis for precision farming decisions [12]. More recently, IoT and wireless sensor networks (WSNs) have been identified as essential components of agricultural automation and data-driven decision making [4].

AI is another key technology in smart agriculture, because it turns agricultural data into insights that managers and decision makers can use. Machine learning, deep learning, and computer vision are widely applied to crop classification, pest and disease detection, yield forecasting, anomaly detection, and resource optimization [9], [11]. These technologies can improve the quality of decisions and the efficiency of operations, but they require good data and the organizational capability to act on the insights that advanced analytics produce [13].

Blockchain has also gained attention in smart agriculture because it increases transparency and security and supports traceability and stakeholder accountability in agricultural supply chains [5], [6], [14]. Scalability, interoperability, implementation cost, and high energy use remain problems. Recent work discusses the convergence of IoT, AI, and blockchain as the basis of intelligent agricultural ecosystems, in which IoT generates the data, blockchain validates them, and AI performs the advanced analysis [7], [15]. How these solutions could be applied to enterprise resource planning (ERP) and agricultural management has received little discussion. Table 1 summarizes representative studies and the gaps this paper addresses.

III. Theoretical Framework

The proposed conceptual framework draws on four theoretical perspectives: systems theory, dynamic capabilities theory, resource orchestration theory, and sustainability theory. Systems theory suits agricultural enterprises because a farm enterprise is a socio-technical ecosystem of biological organisms, digital technologies, supply chain partners, regulatory authorities, and customers. Interactions among these elements generate information that affects procurement strategies, supply chain performance, quality, regulatory compliance, and reputation. A disruption in any subsystem affects the whole organization, which calls for an integrated technological architecture. In this view, IoT, AI, and blockchain are complementary parts of one system.

The dynamic capabilities approach stresses the processes by which an organization identifies opportunities to reconfigure its resources and manages that reconfiguration in response to environmental change [16]. In smart farming, IoT strengthens the firm's sensing capability because more information about the fields becomes available. AI makes decision making more effective through more meaningful insights from data analysis, and blockchain strengthens the transformation capability through reliable and transparent transactions.

Resource orchestration theory emphasizes the actions management must take to obtain benefits from technological resources [17]. Assets such as IoT devices, cloud computing, blockchain, AI models, enterprise systems, and agronomic knowledge produce tangible benefits only when they are orchestrated to support essential activities, including water management, supply chain management, contracting, risk management, and sustainability management. Integrating these resources into coherent enterprise systems can also ease sustainability reporting, for example when farm management information systems that hold sensor data are linked with farm financial accounts [18].

Table 1. Representative Literature Synthesis Matrix

Representative study	Primary focus	Contribution to this paper	Observed gap
Wolfert and colleagues [2]	Big data in smart farming	Shows why data integration is central to digital agriculture	Limited detail on enterprise governance
Khanna and Kaur [3]	IoT in precision agriculture	Explains sensor-led visibility and automation	Weak link to ERP processes
Rana and colleagues [5]	Blockchain in agri-food supply chains	Clarifies the value of traceability and transparency	Less attention to AI orchestration
Ahmed and colleagues [7]	Convergence for climate-smart agriculture	Connects IoT, blockchain, and intelligent techniques to resilience	Needs a stronger enterprise framework
Mowla and colleagues [4]	IoT and WSN survey	Confirms monitoring as the digital foundation	Limited analysis of trust and governance
AlZubi and Galyna [9]	AI and IoT for sustainable farming	Highlights predictive optimization	Enterprise integration left implicit
Saidu and colleagues [6]	Convergence for traceability	Explains the layered relation among data, trust, and analytics	Agricultural ERM layer underdeveloped
Elbasi and colleagues [13]	Green AI in agriculture	Emphasizes energy-aware predictive models	Needs a broader organizational perspective

The sustainability perspective rests on the triple bottom line, which treats the economic, environmental, and social dimensions as interconnected pillars of sustainable development [19]. IoT, AI, blockchain, and ERP systems can increase efficiency, traceability, and resilience and reduce waste, but their effect on sustainability depends on the institution as well as on the technology. Implementation costs, complexity, governance concerns, and access problems can limit these advantages.

Taken together, the four theories frame how IoT, AI, blockchain, and ERP systems are understood here. Following systems theory and dynamic capabilities theory, IoT is the sensing layer, AI the intelligence layer, blockchain the transaction layer, and ERP the orchestration layer (Fig. 1).

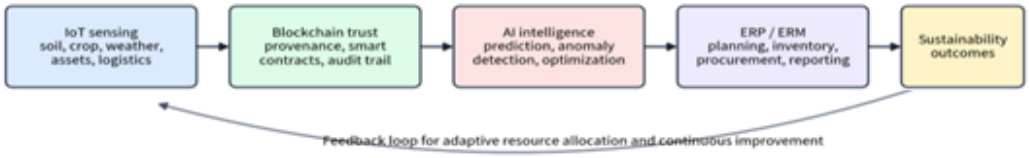

Fig. 1. Conceptual convergence framework linking IoT, blockchain, AI, and enterprise resource management to sustainability outcomes.

IV. Research Methodology

This review used a structured approach to analyze the available literature and develop a conceptual framework for integrating IoT, AI, blockchain, and ERM in smart agriculture. Unlike empirical studies, which gather primary data through surveys, experiments, or other means, this study used a systematic review and theory-building method to analyze existing scientific knowledge.

Literature published from 2017 to 2026 was selected on smart agriculture, precision farming, digital transformation, IoT, AI, blockchain, sustainability, traceability, and ERM. Inclusion rested on relevance to four dimensions: data collection and monitoring, predictive analytics and decision making, trust and traceability mechanisms, and enterprise-level integration.

The analysis had four steps, within the overall workflow shown in Fig. 2. First, the selected articles were coded by their technological contributions. Second, the enterprise processes described in each paper, such as irrigation management, procurement, logistics, inventory management, quality control, and compliance, were identified and classified. Third, the implications for sustainability were classified as economic, environmental, or governance-related. Finally, recurring themes and their interrelationships were synthesized into an implementation framework.

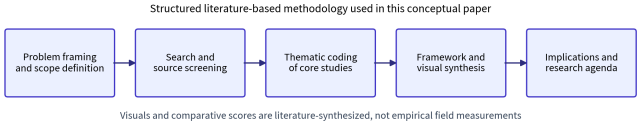

Fig. 2. Conceptual workflow used to synthesize the evidence and build the paper.

Because the study is conceptual, no graph or model rests on primary empirical data; all are based on the analyzed literature. The framework therefore has four constructs, namely technological layer, enterprise process, governance mechanism, and sustainability outcome, which together support the analysis and development of an integrated theory of digital transformation in agriculture.

V. Results and Findings

The review supports five findings on the convergence of IoT, AI, and blockchain in the management of smart agricultural enterprises. Fig. 3 shows how often each theme was coded across the cited core studies, and Fig. 4 gives a conceptual rating of the expected enterprise benefits.

First, IoT is the foundation of agricultural visibility through sensing, monitoring, and connectivity. Real-time data gathering through IoT was the most frequently coded theme in the reviewed studies. IoT is indispensable for operational insight, but on its own it cannot provide enterprise intelligence or decision support [4], [20].

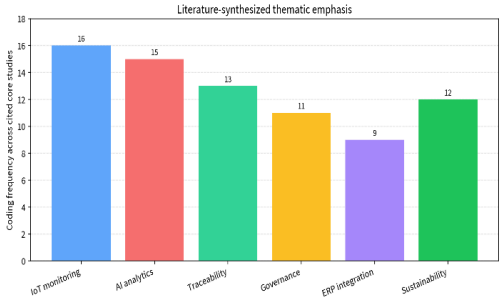

Fig. 3. Convergence themes in the cited key studies. Frequencies are counts from coding of the literature, not sample statistics.

Second, AI adds value to agricultural management when it is used as a decision-making tool. Beyond prediction and anomaly detection, AI improves the planning of procurement, irrigation, logistics scheduling, and resource use. Its benefit lies in converting large volumes of agricultural data into useful insights, and its contribution becomes evident when analytics outputs are built into enterprise processes and management procedures [9], [13].

Third, blockchain is especially useful for establishing trust in agriculture. It improves transparency, traceability, data integrity, certification, and transaction reliability. These features matter most in complex agricultural supply chains, where regulatory requirements and product credibility govern market access [5], [6].

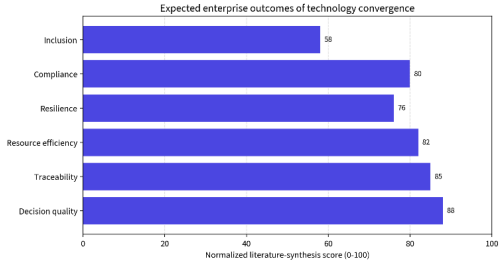

Fig. 4. Conceptual rating of expected enterprise benefits.

Fourth, the strategic advantages of convergence come from combining IoT, AI, and blockchain with ERP capabilities. Deploying ERP systems in agricultural enterprises remains difficult, particularly because legacy systems must be integrated with modern digital platforms [21]. The reviewed literature indicates that the greatest benefits come from using IoT, AI, and blockchain to support decision making and coordination across the whole organization [7]. Decision-support architectures that align IoT monitoring, AI analytics, and blockchain governance within one enterprise framework are therefore important for sustainable agricultural outcomes [22], and ERP-enabled ecosystems have a central place in modern agriculture.

Finally, positive sustainability effects depend on interoperability, sound governance, affordable digital technologies, and skilled personnel. IoT, AI, and blockchain together can

improve decision quality and process efficiency, but weak enabling conditions make implementation difficult. Social inclusion and interoperability appear to be understudied in the literature. Table 2 summarizes the advantages and implementation challenges by dimension.

Table 2. Convergence Advantages and Challenges From the Literature Synthesis

Dimension	Convergence advantage	Implementation challenge
Visibility	Real-time field, asset, and process monitoring	Connectivity problems and device heterogeneity
Decision support	Prediction and intelligent reallocation of resources	Quality and interpretability of AI output
Traceability	Hash-authenticated provenance and compliance information	Provisioning and interoperability design
Sustainability control	Better reporting on water use, input consumption, and greenhouse gas emission proxies	Consistency of metrics and assurance costs
Network coordination	Record sharing across suppliers, logistics providers, and buyers	Digital immaturity of smaller players

VI. Discussion

The strategic importance of converging blockchain, AI, and IoT goes beyond technological advance. Agriculture operates amid climate change, scarce resources, volatile markets, and growing sustainability demands. Under these conditions the availability of digital technologies is not enough, and real-time data must be converted into reliable information and sound decisions. This view corresponds to systems theory and dynamic capabilities theory.

The review also shows that each technology has a specific role in a converged environment. IoT collects data on operations, locations, and timing. AI supports forecasting, pattern detection, the analysis of alternatives, and recommendations [10], [12]. Blockchain secures data integrity, transparency, traceability, and credibility. ERP and ERM platforms act as the orchestration layer, applying the insights from these technologies to procurement, irrigation planning, inventory management, logistics, maintenance, compliance, and sustainability. Scaling such platforms across enterprise operations requires structured governance mechanisms and digital maturity frameworks suited to agriculture [22], [23].

Technological convergence could contribute to sustainable farming. Better monitoring, evidence-based decisions, and greater data traceability could reduce waste, improve resource use, and make sustainability reports more transparent. High energy consumption, incompatible technologies, costs, data governance problems, and unequal access to digital technology may hinder sustainable development. Future research should therefore move beyond proof-of-concept studies and examine how technological convergence affects organizational performance, resilience, sustainability, and value creation.

VII. Implications

The study has theoretical and managerial implications. In theory, it contributes to smart agriculture research by showing that value creation depends on the integration of AI, IoT, and blockchain, and it applies systems theory, dynamic capabilities [16], and resource orchestration [17] to this field. Sensing, intelligence, trust, and enterprise control must be aligned. The study also shows how the environmental, economic, and governance benefits of these technologies for sustainable business development depend on the interaction between organizational practices and technological capabilities [19]. Introducing ERP systems within this framework helps an organization reach its sustainability objectives, especially when obstacles such as costs, compatibility problems, and staff readiness for ERP integration are addressed in advance [21], [23].

For managers, digital transformation should start from enterprise processes, such as the management of irrigation, inventories, traceability, compliance, and sustainability reporting, rather than from specific tools. Governance, standard data practices, workforce capabilities, interoperability, and user-oriented system design also need attention when smart agriculture solutions are implemented.

For policy, digital ecosystems need a supportive environment. Regulations that promote affordable connectivity, data standardization, cybersecurity, data privacy, digital extension services, interoperable certification schemes, and the inclusion of small-scale farmers would help the adoption of smart agriculture solutions. Table 3 sets out a phased implementation roadmap.

Table 3. A Phased Roadmap for Implementing Convergence-Based Enterprise Resource Management

Implementation phase	Managerial priority	Expected sustainability value
Phase 1: Digital baseline	Map assets, sensors, data standards, and critical processes	Greater visibility and fewer information losses
Phase 2: Analytical integration	Build AI analysis into planning and scheduling processes	Efficient use of inputs and quicker interventions
Phase 3: Trusted coordination	Use blockchain for tracking, contracting, and reporting	Greater transparency and market credibility
Phase 4: Enterprise scaling	Integrate into ERP and ERM dashboards and governance	Greater efficiency and sustainability across the organization

VIII. Conclusion

This conceptual paper examined the convergence of blockchain, AI, and IoT for intelligent and sustainable enterprise resource management in smart agriculture. The literature synthesis indicates that IoT adds visibility, AI provides predictive and prescriptive intelligence, blockchain secures trust and traceability, and enterprise resource management turns these attributes into action. The proposed framework shows how convergence can improve decision quality, resource efficiency, resilience, compliance credibility, and sustainability reporting.

IX. Limitations

This study has several limitations. It is a literature review and conceptual framework rather than an empirical study, so its propositions have not been tested statistically. The figures present only charts and comparative scores derived from the reviewed literature. The study focuses on

enterprise-level management structures rather than on broader local agricultural, cultural, and infrastructural conditions. The review also rests on a limited, purposively selected set of references.

X. Future Research Directions

Future research should validate the proposed framework through multiple case studies, structural models estimated from survey data, and longitudinal studies of digital transformation. Specific directions include (1) the effect of convergence on water, fertilizer, and energy productivity; (2) a comparison of centralized and blockchain-based governance structures in agri-food supply chains; (3) how AI recommendations are implemented through ERP or farm management software; (4) the inclusion, affordability, and capacity of small farmers in digitization; (5) the moderating effect of cybersecurity and data governance maturity; and (6) sector-specific maturity frameworks for climate-smart agriculture.

Author Contributions

All authors contributed to the conception and preparation of this work and approved the final version of the manuscript.

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Declaration of Generative AI Use

The authors declare that no generative artificial intelligence tools were used in the preparation of this manuscript. The authors take full responsibility for the content of the publication.

Data Availability

No new data were created or analyzed in this study.

Conflicts of Interest

The authors declare no conflict of interest.

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