Trend of Green Logistics Model on Sustainable Inventory Management of Corporate Community in Agriculture and Food Product

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Abstract
The research objective was achieved by Delphi Technique as means of consensus panelists exchanged their perspective on what green logistics approaches and sustainable inventory management, trend of green logistics of corporate community in agriculture and food product. The highlight of research objectives was to determine and examine the possibility trend model behind implementing green logistics on sustainable inventory management practices of corporate community in agriculture and food product located in Thailand's province group, 2nd lower centre part. The panel also provided suggestion for a possibility future trend model agenda to advance theory research, and the practice of international research services using performance and competitive advantage approaches that with in the field of green logistics on sustainable inventory management. The expert panel members consisted of 3 most cited researchers such as Mansiddo & Coelho (2013), Fugate, Mentzer, & Stank (2011), and Aramyan, Lansink, Vorst, & Kooten (2007) the strategy-driven performance management company (Applied to corporate community in agricultural and food product) from the strategy-focused organization by Robert S. Kaplan and David P. Norton (1996) insight fully, Asian Development Bank (ADB) working paper series: research and development. The research findings can led to determined and the examined acceptance model approach as best practice model that called "3D High Green Logistics Performance for High Performance" to explained the 3 Dimensions of Green Logistics to the strategy-focused organization applied to corporate community in agriculture and food product. Originally or value, this model as a best practice research to confirmed 3 most the above cited researchers and other, including, implementing innovation strategies of green logistics on sustainable inventory management for corporate community in agriculture and food product can applied to using in Thailand's province group, and lower central part, exactly.
Keywords: Green Logistics, Sustainable Inventory Management, Corporate Community, Agriculture and Food Product, 3 Dimensions Green Logistics, Strategy-Focused Organization

Introduction
Green logistics describe base on its origin in the mid 1980s and was a concept three main sections are economy, society and environment. This is the basis of great potential of this new logistics approach and sustainable development force organizations and business to face changing the environmental circumstances for nowadays (adapted from Thiell, Zuluaga, Montanez and Van Hoof (2011); Hoessle and Ulrike (2013)).
According to "Ecological Concern" in logistics determine, Hsu, Tan, Zalani and Jayaraman (2013: 658) revealed that sustainability and environment pollution are global concerns connected ecological concerns that affect both large and small firms in develop and developing countries. Corresponding to this concept Fugate et.al. (2010) and Aramyan et.al. (2007) applied to corporate community in agriculture and food product concerning to

inventory sustainable environment located in Netherlands. Fugate and Aramyan concepts are available under "Logistics Chain Performance" is shown in Figure 1.

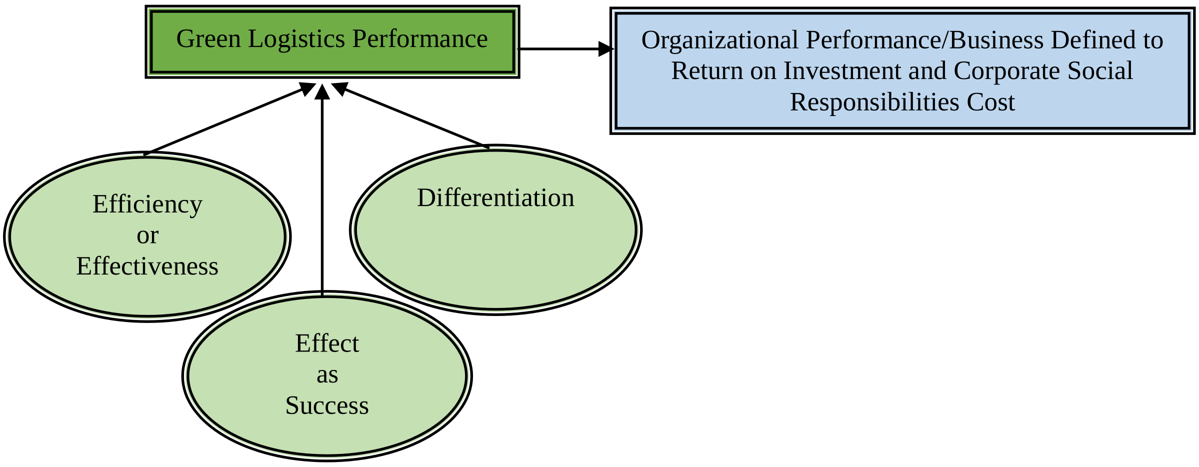


Figure 1 Logistics Chain Performance of Fugate's Concept
Source: Adapted from Fugate et.al. (2010)

This above figure Aramyan et.al. (2007) is redefined by his model "Green logistics as Performance Chain Management Practices" can also be implemented to achieve more sustainable business practices. See Figure 2 below.

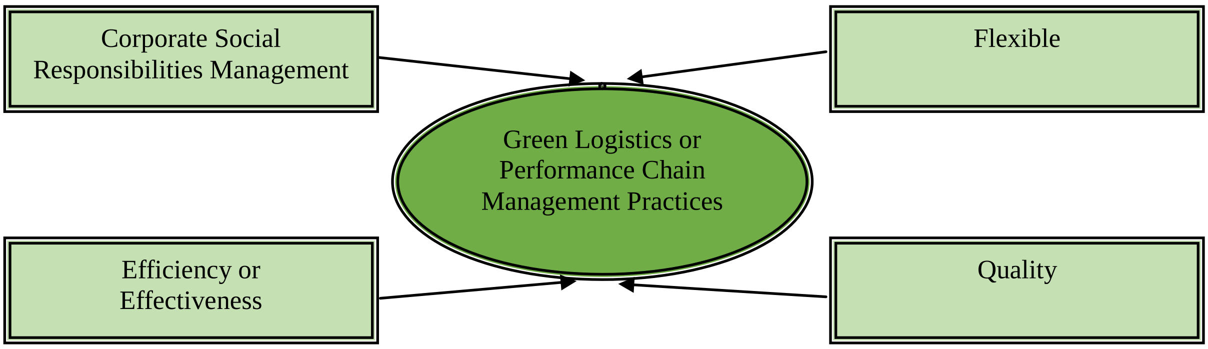


Figure 2 Green Logistics as Performance Chain Management Practices of Aramyan's Concept
Source: Adapted from Aramyan et.al. (2007)

Additionally, Thiell, Zuluaga, Montanez and Hoof (2011: 335) used of Aramyan's model to defined green logistics activities related the eco-efficient management of the forward and reverse flow of products and information between the point of origin and point of consumption whose purpose is to meet or exceed customer demand. Therefore, it can be enhance environmental sustainability there by promoting green logistics, inventory management practices, and return on investments of business, this research referred to corporate community in agriculture and food product. (adapted from Rodrigue, Slack and Comtois, 2013: 274; Smith and Perks, 2010)
The utilization pillar of green logistics related to inventory sustainable management is a challenged to corporate community in agriculture and food product, this applied more to

located in Thailand's province group, 2nd lower central part. The relatively utilization of green logistics and inventory sustainable management allowed this type of literature to provide insights that valid for strategy-focused organization have transformed the balanced scorecard from a performance management tool into a strategic tool. This perspective should be aligned and linked with master plan of 4 provinces groups in 2nd lower central part (2017-2021) (Samut Sakhon, Samut Songkhram, Phetchaburi and Prachuap Khiri Khan). The views and a strategy-focused organization expressed in this master plan to employed and the presentation capacity development strategy in country strategy and National Economic and Social Development Plan No.12.

Ultimately, summarizes, the various green logistics and sustainable inventory management recommendations proposed by 3 most cited researchers, Asian Development Bank (ADB) working paper series and international career consultancy services, individual researchers and agriculture and food research and development agencies. This recommendations resume the issue discussed throughout the literature review and significant to note that concluding model remarks from the research results.

Literature Review

This branch of study literature review includes feasible to research disclose to the amplitude analyzed in introduction content. The actual integrated in this part is appropriated from altered research at present done affiliated to raised specified.

Green Logistics and Inventory Sustainable Management

Table 1 Green Logistics and Inventory Sustainable Management

Authors/ Researchers	**Years**	**Source/Journal**	**Findings and Conclusion**
American Research Report (AMR) by Kevin O' Marah May and Eric Karofsky 2006	Since 1986- May 2006	AMR Research Case Study May 2006	AMR Research has explored the intersection of business process and a steady rise in inquiries about to environmental regulations and their impact on the global logistics and supply chain related to both large and small firms.
Asian Development by Annie S.Wesley and Merle Faminow is Senlor Program Specialist, Program Manager at International Research Centre Canada and this Research Studies Undertaken by Asian Development Bank (ADB)	Since 2000, 2002, 2005- December 2014	ADB Economics working paper series: Research and Development and Extension Services in Agriculture and Food Security No.425 December 2014	By learning from the past and looking into the future this paper makes a concept for sustained the pathway from agriculture and food production and distribution to climate change agro ecological zones, practical green business model to achieve food security by green logistics and inventory management and the productivity improvements benefited the small farms applied to corporate community in agriculture and food production.
Francoise Van Den Brock and Bredal Zoetermeer, The Netherlands	Since 1994-2010 and Present	The Center for Corporate Citizenship at Boston College Carroll School of Management	The concept of sustainability is not new, but has changed shape over the past forty years, According to the International Institute for Sustainable Development, the term first originated in 1962 with the gradual merging of the environmental movement and Post-World War II international development community. For these reasons environmental compatibility, increased flexibility and robustness are emerging as important targets of today's and tomorrow logistics and supply chains. In a way, this is understandable as a starting point of current

Table 1 (Con.)

Authors/ Researchers	Years	Source/Journal	Findings and Conclusion
			logistics and supply chain Key Performance Index (KPIS) are 1) Availability to consumer (out-of-stock). 2) Cost reduction. 3) Financial Key Performance Index (KPIS): reduced energy and natural resources such as agriculture and food etc. for inventory sustainable management and return on investments (ROI), including cost reduction.
Mars the First European Food Company Launched the "Green Order Initiative"	April 2009	Center of Innovation for Transport and Logistics at the Berlin Institute of Technology "Global Logistics 2015+", 2009. Cashman and Wakefield, "Green Building-a Behavioural Change " 2008	Green order is to be fully integrated in the normal logistics process, collaboration with logistics and commercial contracts being an important condition for calculating carbon dioxide emission, on order placement level and also to display this on waybills. Mars strives for green order to be a generally accepted green logistics and environmental protection standard within the business.
Zhou and Sarkis	2004	Zhou and Sarkis (2004), Journal of Operation Management	Green Supply Chain Management (GSCM) practices applied to Green Logistics Management are divided into four major dimensions: internal environmental management, external environmental management, investment recovery and eco design
Rensburg, Van Jansen	2015	A Framework in Green Logistics for Companies in South Africa	The best practices in green logistics management are summarized at six hierarchical levels of a company, applied to corporate community in agriculture and food product, namely 1) strategic 2) tactical 3) operational 4) organizational 5) internal and 6) technical. These practice concerned to efficiency, process optimization minimization of inventories, personal efficiency, reducing packaging promoting environmental awareness among senior personnel, reducing carbon footprint, implementation of a guidance and inventory management on green logistics system, green customer criteria gathering, carbon footprint assessment, effectiveness evaluation etc.
Qing and Matsuoka	May 2013	Energy Strategy Research Centre, Guangzhou Institute of Energy Conversion, Chinese Academy of Science and Energy Research Institute, Hahonal Development and Reform Commission	This study proposes a low-carbon city scenario-namely, a win-win strategy of carbon emission mitigation and economic development-for Guang Zhou City towards 2030. The result provide a reference for the policy-making process to achieve-low-carbon development by showing the potential of individual countermeasures. Thus the study will provide a direction of the roadmap for Guangzhou Green City development preparing for corporate community in agricultural and food product, including industrial sector. A set of policies is required such as 1) subsidies for introducing distributed renewable energy for a win-win green-

Table 1 (Con.)

Authors/ Researchers	Years	Source/Journal	Findings and Conclusion
		Graduate School of Engineering, Kyoto University	efficient buildings, for examples green efficient improvement, green logistics, green inventory management etc., including commercial sector and green residency in residential sector.
Justus Liebig University Institute of Farm and Agribusiness Management	2013	Justus Liebig University Institute of Farm and Agribusiness Management Literature Review Research of Organizational Architecture and Organizational Performance: A Framework for Analyzing Community Based Enterprise (CBE) Working Paper	The working paper presents a theoretical framework for analyzing community based enterprises (CBE). Finally, the research findings explained how social and economic sustainability keeps looking for potential solutions that will sustain long after green environmental concept supported have established of green community-based enterprise (CBE) were responsive to a sustainable local development and the findings an effective way to successfully implement the CBE model motivate the conduct of small business development applied to corporate community in agricultural and food product.
The Royal Government of Cambodia and the Research Institutes in Japan, Including Ministry of Environment and Royal University of Agriculture, Cambodia and Kyoto University (KU) Institute for Global Environmental Strategies (IGES) and National Institute for Environmental Studies (NIES), Japan	2013	The Research Report of Low Carbon Development Strategy for Cambodia Toward 2050	The research findings revealed that the four policies were policy 1) green environment for sustainable waste management strategy and sustainable agriculture management strategy policy. 2) harmonisation of green economy society, and culture for green logistics and transport management strategy green energy management strategy green human resource development strategy, green financial mobilisation strategy policy. 3) blue economy for national development goals, such as urban and rural applied to corporate community in agriculture and food product, green logistics demand on inventory management agriculture production applied to green inventory management, and green policy. 4) eco-village for great building design applied to green warehouse in inventory management promotion and implementation of green building and constructions through encouraging the use of energy efficient material, and promotion of climate-smart agriculture which increases productivity, resilience (adaptation), and reduces/removes greenhouse low carbon development strategy while enhancing national and corporate community in agriculture and food security.
The Astana Green Bridge Iniative (AGBI): The Europe-Asia-Pacific Partnership (Shayut Pavapanunkul Imported This Data from Europe and	2010	The Ministry of Environmental Projection of Kazakstan and The United Nation Economic and Social Commission for Asia and The	The results showed operational mechanism for implementations of green growth champion revealed that: 1. Green Management 2. Eco-Management 3. Green Logistics 4. Green Inventory Management 5. Green Life Cycle Assessment 6. Green Profit

Table 1 (Con.)

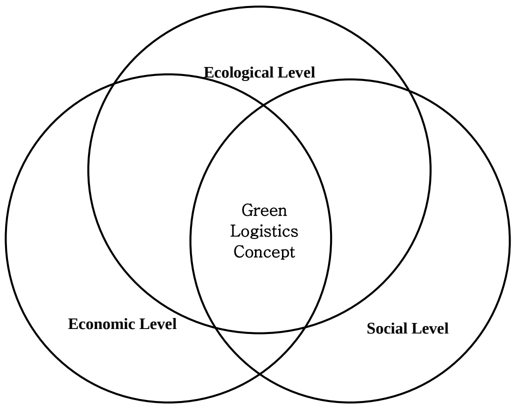
<table>
<tr><th>Authors/ Researchers</th><th>Years</th><th>Source/Journal</th><th>Findings and Conclusion</th></tr>
<tr><td>Asia-Pacific Ministers Conference for Green Economic and Low Carbon Society)</td><td></td><td>Pacific (ESCAP) and The United Nation Economic Commission for Europe (ECE) and Shayut Pavapanunkul, (2013) Joint International Conference: Japan-Thai-Lao and Asia-Pacific Partnership at Luangprabang City 9-11 Nov.</td><td>7. Green Manufacturing
8. Green Consumption
9. Green Customer Engagement
10. Green Business Plan
11. Green Performance Measurement from Green Service Quality
12. Green Chief Change Leadership</td></tr>
<tr><td>Thiell, Zuluaga, Montanez, & Hoof (2011), Cepinskis and Masteika (2011)
Truffer (2012), Aunderson, Allen and Broune (2005), Scuring (2013), and Wu and Dum (1995)</td><td>2011, 2005, 2013 and 1995</td><td>Green Logistics and Green Friendly Logistics, Forward Logistics Concerning to Green Inventory Management and Reverse Logistics Concepts and Models</td><td>These research results revealed that the importance of looking at green friendly logistics model is illustrated in figure.

</td></tr>
<tr><td>Fugate et.al. (2010)</td><td>2010</td><td>The Dimensions of 2E1D (Efficiency, Effectiveness, and Differentiation)</td><td>Fugate has used consistent cited based on these researchers for his perspective of the research as followers:
<table><tr><th>Dimension</th><th>Cited Researchers</th></tr><tr><td>Efficiency</td><td>MentZer and Konrad (1991), Griffs et.al. (2004), Bobbitt (2004)</td></tr><tr><td>Effectiveness</td><td>MentZer and Konrad (1991), Griffs et.al. (2004), Bobbitt (2004)</td></tr><tr><td>Differentiation</td><td>Langley and Holcomb (1992), Bobbitt (2004), Flint et.al. (2005), Lambert et.al. (2005)</td></tr></table></td></tr>
<tr><td>Aramyan et.al. 2007 (Especially Corporate Community in Agriculture and Food Product)</td><td>2007</td><td>Logistics Chain Performance</td><td>Aramyan was well developed based on as shown in below table.</td></tr>
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Table 1 (Con.)

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<tr><th>Authors/ Researchers</th><th>Years</th><th>Source/Journal</th><th>Findings and Conclusion</th></tr>
<tr><td></td><td></td><td></td><td>
<table>
<tr><th>Types of Logistics Chain Performance Management</th><th>Difinition</th><th>Key Performance Index</th><th>Supported Researchers</th></tr>
<tr><td>Effectiveness</td><td>Financial Measurement</td><td>- Cost of Production- Cost of Product Distribution
- Cost of Transportation
- Cost of Inventory Management
- Return on Investments</td><td>Bowersonx Closs (1996), Beamon (1998, 1999), Gunasekarm et.al. (2001), and Lai et.al. (2002)</td></tr>
<tr><td>Flexible</td><td>Green Logistics and Supply Chain</td><td>- Customer Satisfaction
- Flexible Management for Green Inventory Management
- Special Order
- Flexible in Product Delivery</td><td>Bowersonx Closs (1996), Beamon (1998, 1999), Gunasekarm et.al. (2001), and Lai et.al. (2002)</td></tr>
<tr><td>Corporate Social responsibilities Management</td><td>Green Logistics and Green Friendly Logistics</td><td>- Green Logistics on Inventory Management
- Green Product
- Green Warehousing Management
- Green Service Quality Eco-Management</td><td>Bowersonx Closs (1996), Beamon (1998, 1999), Gunasekarm et.al. (2001), and Lai et.al. (2002)</td></tr>
<tr><td>Quality</td><td>Relationship Marketing Green Logistics and Green Friendly Logistics on Inventory Management</td><td>- Green Service Quality
- Green Process
- Green Inventory Management
- Green Logistics and
- Green Friendly Logistics</td><td>Beamon (1999), Lunnig et.al. (2002), Vander Spigel (2006)</td></tr>
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<tr><td>Mansiddo and Coelho, (2013), Toyli et.al. (2008) and Yang (2012)</td><td>2008 and 2013</td><td>3 Dimensions of Green Logistics or 3D Green Logistics</td><td>Mansiddo and Coelho (2013), developed a framework of his model that called "Three Axes of Logistics" (applied Green Logistics Performance) from Fugate et.al. (2011); Aramyan et.al. (2007); Toyli et.al. (2008); Yang (2012) including Carranza et.al. (200); Akgun et.al. (2009); Green et.al. (2008); Gunasekaran et.al. (2001); Mentzer and Konrad (1991); Lei et.al. (2006) and Stank et.al. (2001). Three axes of logistics model suggested the presence three meaningful factors for green logistics performance in terms of Mansiddo and Coelho criterion. This factor analysis empirically categorized</td></tr>
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Table 1 (Con.)

Authors/ Researchers	Years	Source/Journal	Findings and Conclusion
			green logistics performance types into three factors: green logistics performance, (applied to inventory sustainable management) green organization performance (applied to corporate community in agriculture and food product) and constructed to competitive advantage. This model concerned to effectiveness, effect as success differentiation green profit, financial key performance index, service quality, green logistics and green friendly logistics, corporate social responsibilities, and flexible.

The Strategy-Focused Organization

Briefly, In 1996, Robert S. Kaplan and David P. Norton introduced the Balanced Scorecard performance measurement method, which included not only traditional financial measures but also such qualitative measures as employee applied to customer satisfaction from corporate applied to corporate community mission and customer royalty. In The strategy-focused organization, they show how the following five principles transform the Balance Scorecard to a tool for creating a strategy-driven performance management company can embed corporate community in agriculture and food product of this research that reported to the following Table 2.

Table 2 The Strategy-Focused Organization

Principles	A Corporate-Level Strategy	Applied to this Research
1. Translate the strategy into operational terms.	The strategy map and Balance Scorecard provide a framework to look at a value-creation strategy from four different perspectives: 1. Financial-the strategy for growth, profitability, viewed from the perspective of the top executives such as owner or shareholders. 2. Customer-the strategy for creating value and differentiation from the perspective of the customer. 3. Internal business processes-the strategic priorities for various business processes creating customer and top executive or shareholder satisfaction. 4. Learning and growth-the priorities to create a climate that supports organization change, innovation and growth.	The strategy map and Balanced Scorecard provided a framework to look at a value creation strategy from green logistics on sustainable inventory management of corporate community in agriculture and food product: 1. Financial-the strategy for growth, profitability, the corporate must put green strategy at the business plan management consisted of green inventory management green logistics performance, human resource efficiency and competitive strategy 2. Customer-the strategy for created green value and differentiation from the perspective of green logistics and green inventory management efficiency and green service quality. 3. The strategic priorities for various green strategy performance processes, such as green logistics performance, green inventory management efficiency, green warehouse cost reduction and increased in competitiveness through green logistics on inventory management. 4. The priorities to create climate change that supported organizational change innovation and growth that concerned to green logistics and green friendly logistics, green inventory management, green customer engagement, and 3D green logistics efficiency, effectiveness and differentiation according to Fugate et.al. 2010; Aramyan et.al. (2007); Toyli et.al. (2008) and Mansiddo and Coelho (2013).

Table 2 (Con.)

Principles	A Corporate-Level Strategy	Applied to this Research
2. Align the organization to the strategy.	1. A corporate scorecard can clarify two elements of a corporate-level strategy. 1.1 Corporate themes. 1.2 Corporate rule**.**	1. Organization (applied to corporate in agriculture and food product could created synergies by aligning the internal units that provided shared services that reflect. 1.1 The corporate themes identity and must thus be shared by all green strategy units. 1.2 The corporate role identify the actions mandated at the corporate level that created synergies at the green business unit level for example, warehouse, manufacturing, inventory management, logistics, supply chains, distribution etc.
3. Make strategy everyone's everyday job.	1. Creating strategic awareness.	1. Executives must used human resources development program should have following objectives. 1.1 Developed should be shared with the green strategy throughout the balanced scorecard measurement and green management for implementing green logistics on inventory management of corporate community in agriculture and food product. 1.2 Provided feedback, via the balanced scorecard by follow and evaluation, about the green logistics strategy.
4. Make strategy a continual process	This management system enables corporate to do two profitable budgeting objectives that can influence and will have an impact on the green strategy objectives. 1. Operational profitable budgets consist of a forecast of the revenues expected from sales of goods and services and the expenses expected to be incurred, under efficient operations, for the goods and services to be produced and delivered to customers. 2. Strategic profitable budgets it authorises to desired breakthrough performance and that performance to develop new product and services management, new capabilities, new customer relationships and expanded capacity for future growth.	This operational profitable budgets applied to a forecast of the revenues or profits expected from sales of goods and services by green strategy outcomes and all impact on the organizational applied to corporate community objectives, such as green logistics and green friendly logistics, green inventory management, green customer engagement etc. The strategic profitable budgets can be employed when this strategic authorises to desired breakthrough of green logistics performance and that performance that is achievable by 3D green logistics, efficiency, effectiveness and differentiation. Through a method of green logistics and green friendly logistics, green inventory management, green customer engagement etc. executives can embed new green strategy and new 3D green logistics into their green logistics model on sustainable inventory management in agriculture and food product.
5. Mobilize change through executive leadership	In so doing, the strategy-focused leaders found their visions of what green logistics strategy to be success would like and the outcome they wanted to accomplish the green strategic mission.	Although many the strategy-focuses leaders applied to corporate community in agriculture and food product. They had to gain their visions of green logistics on sustainable inventory management according to green logistics performance and 3D green logistics.

Purpose of Study

1. To analyze the experts perspective affecting green logistics model on sustainable inventory management of corporate community in agriculture and food product.

2. To determine and examine the possibility future trend model of green logistics on sustainable inventory management of corporate community in agriculture and food product.
The research used three rounds of Delphi Methodology Technique, defined the research objectives in terms of purpose of the study and the research findings from the consensus panelists of the 4 groups experts were 1) the expert in corporate community management 2) entrepreneurs 3) relevance persons who related to green logistics and 4) intellectual persons, totally 21 persons with the selection through purposive method and Thomas T. Macmillan criterion (Macmillan, 1971: 17).

Results and Discussion

The research findings revealed that:
1. From the first research objective or purpose of the study according to consensus panelists confirm to 3 most cited researchers such as Mansiddo and Coelho, (2013); Fugate et.al. (2011) and Aramyan et.al. (2007). The strategy-focused organization by Robert S. Kaplan and David P. Norton, including, Asian Development Bank (ADB).
Accordingly, the research results found that:
1.1 Green logistics performance consisted of 1) green inventory management efficiency 2) personal efficiency and 3) follow and evaluation.
1.2 Green organization performance consisted of 1) expected based on green logistics 2) image building for green logistics on sustainable inventory management 3) green performance measurement.
1.3 Building green competitive advantage consisted of 1) green competitive strategy concerned to the strategy-focused organization 2) green chief change leadership related to 3D green logistic and 3 Dimensions of green logistics, green friendly logistics and green service quality performance.
2. In the second objective from the first research findings can led to determined and examined the state of green logistics on sustainable inventory management of corporate community in agriculture and food product to approached green logistics trend that building the model operations and called “3D High Green Logistics Performance for High Green Organization Performance” to explained the green logistics on sustainable inventory management and its performance, strategies from 3 Dimensions of green logistics of the strategy-focused organization, including to suggested new strategies by focusing on efficiency or effectiveness, effect for success, codification that synergetic to differentiation, identified sustainable areas and set the agenda for future research in this field. (adapted from Fugate, Mentzer and Stank (2010); Truffer (2012); Wu and Dum (2006); Fugate, et.al. (2010); Langley and Holcomb (1992); Bobbitt (2004); Flint et.al. (2005); Lambert et.al. (2005); Lunnig et.al. (2002); Pearson and Olhager (2002); Bowersox and Closs (1996); Beamond (1998); Lai et.al. (2002); Toyli et.al. (2008); Mansiddo and Coetho (2013); Kaplan and Norton (1996).
Next, from the above research finding led to showed that “3D High Green Logistics Performance for High Green Organization Performance” as followings:

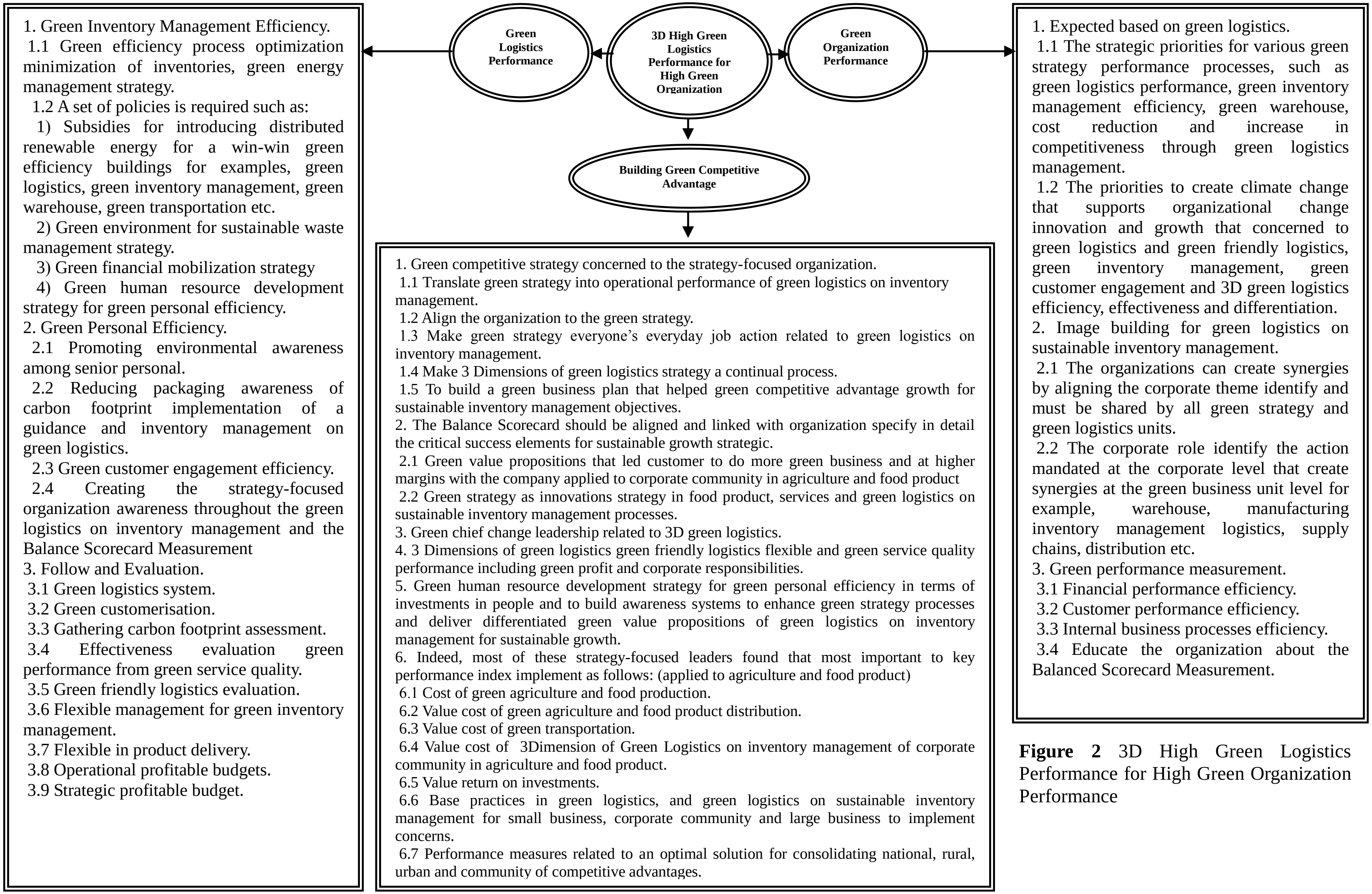

Figure 2 3D High Green Logistics Performance for High Green Organization Performance

Conclusions

According to the green logistics model on sustainable inventory management of corporate community in agricultural and food product was tested by another group of 5 experts for content validity acceptance in all performances of the 3 Dimensions high green logistics performance and high green organization performance (IOC $\geq$ 0.50). Hence, the model could be used for the green logistics on sustainable inventory management of corporate community in agricultural and food product located in Thailand's province group, 2nd lower centre part.

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