Internet Appendix A152: Organisational Adaptation
Illustrative Reverse Engineered Pitch Template Example

Pitcher's Name	Matthew Khong (UQ Summer Research Scholar)	FoR category	Organisational Adaptation	Date Completed	26 Dec 2016
(A) Working Title	Bremer, J. and Linnenluecke, M. K. (2017) Determinants of the perceived importance of organisational adaptation to climate change in the Australian energy industry. *Australian Journal of Management, forthcoming*.				
(B) Basic Research Question	How does the relationship between environmental attitude, climate knowledge and perception of climate risks affect the Australian energy industry in forming new perceptions in adapting to climate change?				
(C) Key paper(s)	Linnenluecke, M. K., Griffiths, A., & Winn, M. I. (2013). Firm and industry adaptation to climate change: a review of climate adaptation studies in the business and management field. Wiley Interdisciplinary Reviews: Climate Change, 4(5), 397-416. Busch, T. (2011). Organizational adaptation to disruptions in the natural environment: The case of climate change. *Scandinavian Journal of Management*, 27(4), 389-404. Linnenluecke, M. K., Griffiths, A., & Mumby, P. J. (2015). Executives' engagement with climate science and perceived need for business adaptation to climate change. *Climatic Change*, 131(2), 321-333.				
(D) Motivation/Puzzle	The impact of climate change over the recent years has increased the need for society, businesses and industries to take adaptive action to cope with geophysical changes. Most research however, reacts to this phenomenal by focusing attention on reduction of greenhouse gases and the carbon footprint as organisational responses. As a result, proactive strategies which may be able to address issues at its roots, concerning climate change and adaptive actions are often overlooked. Therefore, the study will focus on understanding factors that determine decision-maker's perceived need to adapt to climate change in order to aid decision making processes at the higher management levels within the Australian energy industry.				
THREE	**Three** core aspects of any empirical research project i.e. the "**ID**io**T**s" guide				
(E) Idea?	Previous studies have developed conceptual models of how organisations adapt to the impacts of climate change, but little has been done to focus on analysing decision-making processes, or antecedents to climate change adaption. The study will address this gap by putting forward a model to propose that environmental attitudes and climate change knowledge as antecedents for need to adapt, and the perceived risk towards climate change as a mediator in this relationship.				
(F) Data?	A quantitative study of organisational decision makers in the Australian energy company will be conducted to retrieve primary data. 331 Australian energy companies have been targeted for the survey created for the study. The survey will consist of questions adopted from the scales of established research in the respective areas of the identified variables. Demographics details such as respondent's age, gender, education, size of company, as well as whether the company's involvement is in energy generation, distribution, or both will also be analysed.				
(G) Tools?	- The scales used in the survey were adopted from prior research literature. Such scales included the 'perceived importance of adaptive action' (Linnenluecke et al., 2015c), 'New Ecological Paradigm' (NEP) scale (Dunlap et al., 2000), 'Climate change knowledge' (Tobler et al., 2012), and 'Perceived risk towards climate change', (Van der Linden, 2014) - Path analysis will be used in SPSS AMOS (Ver.21) using a maximum likelihood method in order to identify the significance and magnitude of the variables tested.				
TWO	**Two** key questions				
(H) What's New?	The research is novel in that; findings will demonstrate that there are significant relationships between the variables tested for. If successful, this study will be the first to establish the aforementioned relationships and measure its impact it has on businesses, using the Australian energy industry as a proxy.				
(I) So What?	Significant findings will be able to shape the focus of research in climate change. It will possibly provide grounds for a paradigm shift in research from reactive strategies to proactive strategies which will address the bigger question, i.e. provide solutions to solve problems created by climate change stemming from its roots.				
ONE	**One** bottom line				
(J) Contribution?	This study will be one of the first in addressing how organisations engage with climate change adaptation and what encourages proactive action within the Australian energy industry. It will ensure these businesses are better prepared to cope with a changing climate in time to come, thus reducing negative impacts of not doing so. Secondly, the research will provide an avenue for future research to be built on, such as better understanding of adaption options and constraints as climate changes eventually takes place. Lastly, the research may also extend to other sectors, in bid to examine to what extent the perceived importance of climate change adaption is related to actual adaption taking place.				
(K) Three Key Findings?	1. Environmental attitudes and climate change had a significant positive relationship with perceived risk. 2. Perceived risk had a significant positive relationship with the perceived importance of adaptive action. 3. Individuals with a higher environmental attitude and climate change knowledge perceive adaption to climate change to be of greater importance, with this relationship being mediated by the level of an individual's perceived risk towards climate change.				