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Title: Identify Organizational Barriers and Opportunities in Clean Energy Technology Adoption for Large Institutions

Abstract: The California Energy Commission has funded a clean energy procurement assistance program called California Opportunities for Procurement to Accelerate Clean Energy (Cal-OP ACE). This program aims to address challenges for adopting distributed energy resources (DER) solutions. In support of this initiative, we are studying organizational barriers and decision-making process when large institutions purchase clean energy technology. We have deployed a "buyers survey" that targets those involved in the purchasing process from different types of institutions (e.g. governments, schools, private corporations, etc.) in California. Results of this survey will provide valuable insights into how organizational behavior impacts DER technology adoption. While there is substantial research in individual consumer buying behavior and market barriers to technology adoption, little is known about large institutional buying behavior or how organizational barriers affect technology adoption. Institutional procurement merits closer study because large institutions wield significant market power that can be leveraged to achieve social, economic, and environmental goals (McCrudden, 2004). Institutional procurement activities are operated by chains of command with delineated responsibilities, occur under a set of known rules (Hodgson, 2004), and use unique sets of tools developed for the given institution. Through this survey, we will obtain qualitative and quantitative data that identify key influencers in the procurement process, unravel the complex procurement decision-making process within large institutions, and determine what resources and tools institutions use to purchase clean energy technology. In addition to providing greater insights into organizational behavior, this survey will help validate our hypothesized barriers and potentially identify others. The Cal-OP ACE team will leverage results from this survey to design interventions and resources to help overcome organizational barriers institutions encounter. We will present our findings on the organizational barriers and decision-making processes of clean energy technology procurement and discuss potential solutions to overcome organizational barriers. While this program is targeted at California institutions, the framework and insights from this study can be applied to other regions at a national or even global scale. We hope BECC attendees will leverage our findings in their own institutions and communities when thinking about how to increase the adoption of innovative technologies.