

# Marissa A. Sharif

UCLA Anderson School of Management  
110 Westwood Plaza, B.402  
Los Angeles, CA, 90095  
909.996.7963 (cell)  
[marissa.sharif.1@anderson.ucla.edu](mailto:marissa.sharif.1@anderson.ucla.edu)  
[www.marissasharif.com](http://www.marissasharif.com)

---

## EDUCATION

---

### UCLA Anderson School of Management

Ph.D., Management (Marketing), Expected June 2017

- Dissertation: “Emergency Reserves: The Benefits of Providing Slack with a Cost”
- Committee: Suzanne B. Shu (Chair), Daniel M. Oppenheimer, Stephen A. Spiller, Katherine L. Milkman (Wharton School of the University of Pennsylvania)

### University of California, Los Angeles

Bachelor of Science in Psychobiology, 2012 (Cum Laude)

---

## RESEARCH INTERESTS

---

Consumer behavior; Judgment and Decision Making; Motivation; Memory

Broadly, I study the factors that affect consumers’ judgments and choices. In two separate streams, my research examines (1) motivational factors in consumer choice and (2) memory biases in consumer judgment.

In my first research stream, I investigate what factors motivate consumers to make choices more aligned with their long-term goals. My dissertation falls into this research stream; I investigate how incorporating flexibility with a cost within goals, termed an “emergency reserve,” influences preferences and persistence. In my second stream, I investigate what factors bias memory and how these biases have downstream consequences for consumer judgment. More specifically, I explore how altering the information consumers retrieve and the context in which they are initially exposed to stimuli, biases memory and thus influences consumer judgments.

---

## PUBLICATIONS

---

Sharif, Marissa A. and Daniel M. Oppenheimer, “The Effect of Relative Encoding on Memory-Based Judgments,” *Psychological Science*, 27(8), 1136-1145.

Sharif, Marissa A. and Suzanne B. Shu, “The Benefits of Emergency Reserves: Greater Preference and Persistence for Goals having Slack with a Cost,” *Journal of Marketing Research*, forthcoming.

---

## MANUSCRIPTS UNDER REVIEW

---

Sharif, Marissa A. and Daniel M. Oppenheimer, “Manipulating Judgments by Manipulating Memory: The Influence of Retrieval Induced Forgetting on Numerical Estimates,” *Organizational Behavior and Human Decision Processes*, under 1<sup>st</sup> round review.

Shu, Suzanne B. and Marissa A. Sharif, “Occasion Matching of Indulgences,” *Journal of Marketing Behavior*, under 1<sup>st</sup> round review.

## **WORKING PAPERS**

---

Sharif, Marissa A. and Suzanne B. Shu, “Designing More Effective Goals by Using Emergency Reserves: A Field Experiment.”

Sharif, Marissa A. and Stephen A. Spiller, “Separating the Wheat from the Chaff: Indecisiveness Moderates the Influence of Non-Focal Alternatives on Choice.”

## **SELECTED WORKS IN PROGRES**

---

The Effect of Salient Categories in Relative Encoding on Memory-Based Judgments. With Daniel M. Oppenheimer.

State-Dependent Memory Leads to Biased Judgments. With Daniel M. Oppenheimer.

Unconventional Choices in Large Assortments. With Elizabeth C. Webb.

## **PEER-REVIEWED CONFERENCE PRESENTATIONS**

---

Sharif, Marissa A. and Elizabeth C. Webb\* (2016), “The Role of Choice Set size on Consumers’ Preference for Unique Goods,” Talk accepted at *Association for Consumer Research*, Berlin, Germany.

Sharif, Marissa A. and Daniel M. Oppenheimer\* (2016), “The Effect of Relative Encoding on Memory-Based Judgments,” Talk presented at *Behavioral Decision Research in Management*, Toronto, Canada.

Sharif, Marissa A.\* and Suzanne B. Shu (2016), “Emergency Reserves: The Benefits of Providing Slack with a Cost,” Talk presented at *Society for Consumer Psychology*, St. Pete Beach, FL.

Sharif, Marissa A.\* and Stephen A. Spiller (2016), “Indecisive Consumers and Sensitivity to Outside Options,” Talk presented at *Society for Consumer Psychology*, St. Pete Beach, FL.

Sharif, Marissa A.\* and Suzanne B. Shu (2015), “Preference for the Emergency Reserve,” Poster presented at *Society for Judgment and Decision Making*, Chicago, IL.

Sharif, Marissa A.\* and Daniel M. Oppenheimer (2014), “The Effect of Retrieval on Judgments Depends on the Strength of the Category Association,” Talk presented at *Society for Judgment and Decision Making*, Long Beach, CA.

Sharif, Marissa A. and Suzanne B. Shu\* (2014), “The Effect of an Emergency Reserve on Goal Performance,” Talk presented at *Society for Judgment and Decision Making*, Long Beach, CA.

Sharif, Marissa A.\* and Stephen A. Spiller (2014), “Indecisive Consumers and Opportunity Cost Consideration,” Talk presented at *Association of Consumer Research*, Baltimore, MD.

Sharif, Marissa A.\* and Suzanne B. Shu (2014), “The Effect of an Emergency Reserve on Goal Performance,” Talk presented at *Association of Consumer Research*, Baltimore, MD.

Sharif, Marissa A.\* and Suzanne B. Shu (2014), “The Effect of an Emergency Reserve on Goal Performance,” Talk presented at *Behavioral Decision Research in Management*, London, UK.

Sharif, Marissa A.\* and Suzanne B. Shu (2013), “The Effect of an Emergency Reserve on Self-Control Performance,” Poster presented at *Society for Judgment and Decision Making*, Toronto, Canada.

## **DISSERTATION**

---

In my dissertation, I use lab experiments and field experiments to investigate how including an emergency reserve within goals, or slack with a cost, affects preferences and persistence.

### **Essay 1**

Sharif, Marissa A. and Suzanne B. Shu, “The Benefits of Emergency Reserves: Greater Preference and Persistence for Goals having Slack with a Cost,” *Journal of Marketing Research*, forthcoming.

Marketers of programs that are designed to help consumers reach goals face twin challenges of making the program attractive enough to encourage consumer signup while still motivating them to reach desirable goals and thus stay satisfied with the program. We offer a possible solution to this challenge: the emergency reserve, or slack with a cost. We demonstrate how an explicitly defined emergency reserve is not only preferred over other options for goal-related programs, but can also lead to increased persistence. Study 1 demonstrates that consumers prefer programs with emergency reserves to programs that do not have them, and study 2 further clarifies that consumers’ preference for an emergency reserve depends on the presence of a superordinate goal. Study 3 reveals that consumers prefer goals with emergency reserves due to increased perceptions of attainability and value. Study 4 demonstrates that reserves can lead to increased goal persistence in a realistic task that involves persistence over time, and, lastly, studies 5 and 6 reveal that consumers persist more with Reserve goals due to a resistance to use the “emergency” reserve.

### **Essay 2**

Sharif, Marissa A. and Suzanne B. Shu, “Reducing Negative Consequences of Goal Violation through Emergency Reserves,” ongoing work.

Prior research has demonstrated consumers’ subsequent performance deteriorates after violating a goal. Negative emotions due to goal violation have been suggested as one possible reason for this deterioration. We explore whether incorporating emergency reserves, or slack with a cost, within goals may reduce the negative consequence of goal violation by alleviating the negative emotions associated with failure. In Study 1, we conducted a field study in which participants tracked and recorded their steps using a pedometer application for five weeks. We found that participants took up to 20% more steps and reached their individual daily step goal up to 40% more often if they had goals with emergency reserves than if they had other types of goals. Additionally, we find that after failing a goal one day, participants with Reserve goals are significantly more likely to succeed the next day than those with both Hard and Easy goals. In Study 2, we find additional evidence that after failing a goal or sub-goal, participants are significantly more likely to persist with goals with emergency reserves than those with goals without emergency reserves. Lastly, in Study 3, we find evidence that Reserve goals appear to reduce the negative consequences of goal violation by alleviating negative emotions.

## **HONORS**

---

UCLA Graduate Division Dissertation Year Fellowship, 2016-2017  
AMA Sheth Foundation Doctoral Consortium Fellow, 2016  
UCLA Anderson Dean’s Award, 2014-Present  
UCLA Anderson Summer Doctoral Fellowship, 2013-Present  
UCLA Anderson Doctoral Fellowship, 2012-Present  
Undergraduate Research Scholars Program Scholarship, 2011-2012

Irving and Jean Stone Honors Program Research Stipend, 2011  
The Rose Gilbert Honors Scholars Program Scholarship, 2011  
Valedictorian of Upland High School (of 768 students), 2008

## PROFESSIONAL AFFILIATIONS

---

Society for Judgment and Decision Making  
Association for Consumer Research  
Society for Consumer Psychology

## TEACHING

---

### Teaching Assistant

Consumer Behavior, Spring 2014/Winter 2016  
One-to-One Marketing, Fall 2014  
Market Research, Winter 2015  
Advertising and Marketing Communications, Winter 2016

## SELECTED COURSEWORK

---

Behavioral Decision Theory	Drolet, A.
Consumer Behavior	Spiller, S.
Social Psychology	Karney, B.
Behavioral Research Methods	Shu, S.
Thinking (Cognitive Psychology)	Holyoak, K.
Human Learning and Memory	Bjork, B. & Castel, A.
Social Influence	Goldstein, N.
Multi-level Modeling	Krull, J.
Quantitative Research in Marketing I	Misra, S.
Quantitative Research in Marketing II	Misra, S.
Introduction to Multivariate Analysis	McCardle, K.
Quantitative Aspects of Assessment	Reise, S.

## REFERENCES

---

Suzanne B. Shu  
Associate Professor  
UCLA Anderson School of Management  
110 Westwood Plaza  
Los Angeles, CA, 90095  
[suzanne.shu@anderson.ucla.edu](mailto:suzanne.shu@anderson.ucla.edu)

Stephen A. Spiller  
Assistant Professor  
UCLA Anderson School of Management  
110 Westwood Plaza  
Los Angeles, CA, 90095  
[stephen.spiller@anderson.ucla.edu](mailto:stephen.spiller@anderson.ucla.edu)

Daniel M. Oppenheimer  
Professor  
UCLA Anderson School of Management  
110 Westwood Plaza  
Los Angeles, CA, 90095  
[daniel.oppenheimer@anderson.ucla.edu](mailto:daniel.oppenheimer@anderson.ucla.edu)

Katherine L. Milkman  
Associate Professor  
The Wharton School, the University of Pennsylvania  
3730 Walnut Street  
Philadelphia, PA 19104  
[kmilkman@wharton.upenn.edu](mailto:kmilkman@wharton.upenn.edu)

## ABSTRACTS OF OTHER PAPERS

---

Sharif, Marissa A. and Daniel M. Oppenheimer, “The Effect of Relative Encoding on Memory-Based Judgments,” *Psychological Science*, 27(8), 1136-1145.

Several models of judgment propose that people struggle with absolute judgments and instead represent options based on relative standing (e.g., Stewart, Chater, & Brown, 2006). This leads to a conundrum when making judgments from memory: people may encode an option’s ordinal rank relative to the surrounding options but later observe a different distribution of options. Do people update their representations when making judgments from memory or maintain their representations based on the initial encoding? In three studies, we find that people rely on the relative standing in the distribution at the time of encoding (time 1) rather than attending to absolute quality or an updated ordinal ranking in light of the distribution at time 2.

Sharif, Marissa A. and Daniel M. Oppenheimer, “Manipulating Judgments by Manipulating Memory: The Effect of Retrieval-Induced Forgetting on Numerical Estimates,” *Organizational Behavior and Human Decision Processes*, under 1<sup>st</sup> round review.

Recalling an event or fact can make it harder to remember related knowledge, a phenomenon termed retrieval-induced forgetting (RIF). Inspired by the strong relationship between judgments and memory, the present studies investigate whether 1) recall of judgment-irrelevant information might still inform judgments to the extent that it inhibits recall of judgment-relevant information, and 2) if retrieval can then be used to change perceptions of a company. In Studies 1 and 2, using an ecologically-valid version of the standard RIF paradigm, classic RIF findings emerged when category-exemplar associations were strong, but reversed when category-exemplar relations were weak. Moreover, numeric estimates of general knowledge questions aligned with the memory bias. In Study 3, a similar paradigm was used to change perceptions of a company, further revealing that retrieval will inhibit memory and thus influence related judgments of products strongly associated with a company and facilitate memory/related judgments of weakly associated products. This research not only demonstrates that retrieval of judgment-irrelevant information affects judgments but also reveals that the direction of the related judgment bias can be flipped.

Shu, Suzanne B. and Marissa A. Sharif, “Occasion Matching of Indulgences”, *Journal of Marketing Behavior*, under 1<sup>st</sup> round review.

While much is known about how consumers choose products for purchase, less is known about how they determine the timing of their consumption. For certain products, consumers put substantial effort into this timing decision by trying to match consumption to a special occasion. Occasion matching happens most often for items that are considered indulgences or otherwise labeled as special – typically outside the consumer’s regular spending, received as a gift, and/or valued above market value. The consumer’s goal for utilizing an occasion matching rule is to create a single hedonic consumption peak in which both the occasion and the item are enjoyed more than if consumed separately. While use of an occasion matching rule can increase consumption utility, it can also be non-optimal in situations where the consumer either overestimates the complementarity of multiple special items or indefinitely delays consuming while waiting for a special occasion that is unlikely to arrive.

Marissa A. Sharif and Stephen A. Spiller, “Separating the Wheat from the Chaff: Indecisiveness Moderates the Influence of Non-Focal Alternatives on Choice,” working paper

Whenever consumers decide whether to select one focal alternative, they necessarily make tradeoffs against other non-focal alternatives. The likelihood of choosing a focal alternative decreases with the attractiveness of non-focal alternatives. When consumers face multiple non-focal alternatives, which one(s) receive the most weight? In four studies, we find that the answer depends on the type of consumer. Decisive consumers separate the wheat from the chaff and give greater weight to the value of the best non-focal alternative than to the value of less-attractive non-focal alternatives, consistent with normative theory. Indecisive individuals do not differentiate among non-focal alternatives, instead weighting the set of non-focal alternatives as a whole. They place more weight on less-attractive outside options and less weight on more-attractive outside options than decisive consumers. This moderation is specific to lackadaisical indecisiveness and not other sorts of indecisiveness