Proceedings of the 5th International Conference on Financial Technology and Business Analysis
DOI: 10.54254/2754-1169/2026.39179

Scarcity Marketing and Consumer Purchase Intention: The Stanley 1913 × JENNIE Limited-Edition Collaboration

Zisu Gao

The Madeira School, McLean, USA
kgao@madeira.org

Abstract. Scarcity marketing has its advantages and disadvantages for brands, but it also has the power to help them boost consumer demand. This paper will examine the 2025 limited edition Stanley × JENNIE collaboration to explore the effect of scarcity on purchase intention and how brands can counteract any potential negative effects. It implemented limited availability and purchase restrictions to create scarcity around the release. It was found that scarcity can boost perceived value by making products more difficult to obtain, while limited edition positioning and celebrity collaboration can enhance perceived uniqueness. However, the same strategy can also lead to "resale speculation" and higher competition, and when products become too difficult to obtain, consumers can be frustrated. These effects may end up causing a decline in brand trust over time. Brands should be more transparent about scarcity, take more sensible measures to prevent resale in large quantities, resort to a more equitable purchasing model, and maintain a balance between scarce and easier-to-acquire products. This case is an indication that scarcity marketing is more than just creating a desire for a product. Accessibility, fairness, and consumer trust also have to be taken into account when brands are planning limited-edition campaigns.

Keywords: Scarcity Marketing, Limited-edition Collaboration, Perceived Uniqueness, Resale Speculation, Brand Trust

1. Introduction

1.1. Research background

Scarcity marketing is a tactic used to increase consumer demand by limiting product availability, time on offer, or purchasing opportunities. Scarcity cues can enhance consumers' perceived value and purchase intentions, but their effectiveness depends on the nature of the scarcity, the product, and its consumption situation, as Barton et al. discovered [1]. Some of the most popular examples of this strategy are limited edition products. Chae et al. discovered that scarcity, uniqueness, self-expression, and investment value are related to perceived value, brand trust, and purchase intention, implying that consumers do not only focus on a product's function [2]. A recent example is the Stanley 1913 × JENNIE collaboration of 2025. The collection was sold with purchase restrictions, including a limit of three items per customer, while the 30 oz Quencher was priced at $75 [3].

© 2026 The Authors. This is an open access article distributed under the terms of the Creative Commons Attribution License 4.0 (https://creativecommons.org/licenses/by/4.0/).

DOI: 10.54254/2754-1169/2026.39179

Scarcity marketing is thus a subject of commercial importance because it helps to understand how brands can increase consumers' purchase intention in the short term, while keeping consumer loyalty in the long term. While scarcity can make products more attractive and increase their perceived value, there can be differences in how it influences consumers from one situation to another [1, 2].

1.2. Literature review

Previous studies have indicated that scarcity can lead to an increase in consumers' intention to purchase; however, the effect varies based on the type of scarcity and psychological characteristics of the consumers. Aggarwal et al. determined that there may be a stronger impact of quantity scarcity than time scarcity, and that consumer competition plays a significant role. In the same way, Song et al. discovered that if consumers know that others are competing for the same limited products, they will perceive greater competition [4, 5].

Consumers' drive for uniqueness can also impact the effectiveness of scarcity marketing. Wang et al. discovered that scarcity based on supply might result in greater perceived uniqueness, particularly for consumers who have a higher need for uniqueness [6]. Barton et al.'s meta-analysis also revealed that the impact of scarcity can be different based on scarcity types, product types, and consumption situations [1].

1.3. Research gap and research questions

Previous studies have already shown that scarcity marketing can positively influence consumers' willingness to buy through consumer competition, perceived value, and perceived uniqueness. But the studies discussed above mainly highlight the positive short-term effects that scarcity creates, while potential negative effects receive less attention, including consumer frustration when limited products are unavailable, doubts about artificial scarcity, and brand trust issues that might arise from resale speculation.

The present research aims to fill this gap by studying both the positive impacts of scarcity marketing on purchase intention and its potential risks. This research examines the dilemma brands face in balancing exclusivity created by scarcity with sustained consumer trust through an in-depth case analysis of the Stanley 1913 × JENNIE limited-edition collaboration.

2. Case description

This paper examines the Stanley 1913 × JENNIE limited-edition collaboration as a case study of scarcity marketing. Announced on September 12, 2025, and officially released six days later, the collection was described by Stanley as a "limited-edition capsule." It has a Midnight Ruby color scheme and includes two types of products [3]. The primary scarcity mechanisms used in this collaboration are shown in Table 1.

The collaboration strengthens its scarcity with buying limitations. Each consumer could only buy up to 3 units, and bulk orders were subject to cancellation [3]. The product also had a notable price premium in the resale market. The initial retail price of the 30 oz Quencher was $75, and the average resale value of the Quencher on StockX was $124, which is around 65% more than retail [7]. All these features make the collaboration a relevant case study to study the influence of scarcity marketing on perceived value, product uniqueness, and purchase intention, and the possibilities of resale speculation.

DOI: 10.54254/2754-1169/2026.39179

Table 1. Scarcity mechanisms in the Stanley 1913 × JENNIE collaboration

Dimension	Specification
Launch timeline	Announced September 12, 2025; launched September 18, 2025
Product line	30 oz Quencher Luxe Tumbler ($75); 12 oz All Day Slim Luxe Bottle ($45)
Design exclusivity	Midnight Ruby color scheme; exclusive capybara charm set designed by JENNIE
Purchase restriction	Maximum 3 units per consumer; bulk-order cancellation clause
Secondary-market premium	30 oz Quencher averages $124 on StockX—65% above $75 retail

3. Analysis of the case: mechanisms and implications

3.1. Positive mechanisms of scarcity marketing

3.1.1. Supply-based scarcity and perceived value

Another strategy that can boost the perceived value and purchase intention is scarcity marketing, as in the case of Stanley × JENNIE. It was officially billed as a "limited-edition" series, a type of scarcity based on supply, in this instance by the brand reducing the amount of products, not by consumer demand.

Rarity can go a long way in influencing consumers' perception of the product's value. This is in line with the meta-analytic result that scarcity cues could make products more desirable and increase purchase intention [1]. When people buy Stanley × JENNIE, they're purchasing a Stanley item, one that is limited, has a unique design, and is collaboratively branded. Thus, restricting access may make the opportunity to buy the product more valuable to consumers and hence more desirable, thus enhancing its perceived value. This value-enhancement mechanism is based upon the secondary market data. The average transaction price for the Stanley × JENNIE 30 oz Quencher on StockX was $124, or 65% more than the original retail price of $75 [7]. This resale premium indicates that the product is worth more when it's sold second-hand. But this data doesn't show why people bought the product; it still suggests that scarcity can make limited-edition products more valuable. In this instance, limited availability can add a sense of exclusivity and enhance the product's value in the marketplace.

3.1.2. Limited-edition positioning and perceived uniqueness

A second mechanism is scarcity marketing's enhancement of perceived uniqueness. For Stanley × JENNIE, the appeal of the product comes not only from Stanley's original functions, but also from the differentiation formed by the limited-edition positioning and the JENNIE brand association. Compared to ordinary goods that can be purchased continuously, the limited supply means that the number of consumers who can own the product is limited, thus making the product more likely to have exclusivity and distinctiveness.

The research by Wang et al. further explains this mechanism. Through three experiments, they compared supply-based scarcity with demand-based scarcity and found that consumers would consider products with limited supply to be more perceived as having higher uniqueness; for consumers with a higher need for uniqueness, this uniqueness perception would further increase purchase intention [6]. This finding has a strong correlation with the case of Stanley × JENNIE, as the scarcity of this product is formed through limited-edition positioning and supply restrictions.

DOI: 10.54254/2754-1169/2026.39179

Thus, the limited-edition approach of Stanley × JENNIE can create symbolic meanings for the product beyond its basic function for those who want to express their personal preferences or distinguish themselves from other consumers. There may be more interest in owning a collaborative product that is not readily available. But Wang et al. warn that the effect is not universal; supply-based scarcity is most effective for consumers with a high need for uniqueness, while it may reduce purchase intention among those with a lower need for uniqueness [6]. Its strategic importance lies in appealing to specific consumers rather than assuming that 'scarcer is always better.'

3.2. Negative externalities and boundary conditions

3.2.1. Resale speculation and value diversion

Limited supply can drive up the perceived value, but it can also foster speculation for resale. Consumers may buy the products both for actual use and collection and for resale to other consumers or for profit by traders, especially if they expect there to be high demand for a limited supply of a product. This implies that a portion of the value created by scarcity can go to the secondary market.

The Stanley × JENNIE case is an example of this concern. The resale price on StockX for the 30 oz Quencher had an average of $124, as mentioned above, creating opportunities for arbitrage outside of Stanley's official distribution network(s) [7]. As it turns out, this result suggests a potential paradox of scarcity marketing: While brands wish to make their products more desirable by restricting their supply, when scarcity is high enough to provide a significant resale premium, some of this economic value may be extracted by the secondary market resellers instead. In the meantime, those who are forced to purchase in the resale market might end up paying a lot more than the official price. In this way, the scarcity strategy can enhance the exclusivity of the product, but also introduce a market situation where speculation exists, and the ownership of the product depends more and more on the consumers' willingness to pay a higher price.

3.2.2. Perceived consumer competition and purchase urgency

A problem with scarcity marketing is that it can raise the competition between consumers. When it is in short supply, consumers have to assess how desirable the product is and, at the same time, how much competition they are up against for a limited product, which will speed up their purchasing behavior but also create stress. Song et al. determined perceived consumer competition as one of the mediators between scarcity messages and purchase intention, and concluded that this mediator will be triggered when consumers perceive the presence of competing buyers when comparing quantity and time-based scarcity [5]. This means that the impact of limited quantity is not solely due to "the small quantity of goods" but can also be due to the fact that the consumer knows that he or she is bidding against other possible buyers.

This mechanism can be used to explain the purchasing environment of Stanley × JENNIE. Limited availability was an important criterion in consumers' purchasing decisions, because Stanley made it a limited edition and limited the number of items that a single consumer could purchase. Scarcity can be a major determinant of the product's attractiveness, and when that is the case, consumers might be more likely to make the purchase as soon as possible, instead of taking their time comparing prices, needs, and alternatives. This urgency can result in greater short-term purchase intent for the brand; the purchase decision may also be influenced by the fear of missing

DOI: 10.54254/2754-1169/2026.39179

the opportunity. So, the way scarcity marketing can help to stimulate demand is through consumer competition, but it is also a potential issue that scarcity marketing must address.

3.2.3. Excessive scarcity and the erosion of brand trust

The positive effects of scarcity are bounded by critical thresholds. If limited availability falls substantially below consumers' expectations, scarcity might no longer help strengthen purchase intention; instead, it might hurt consumers' evaluation of the brand or retailer. Scarcity can influence purchase intention, but if consumers think the supply limitations are a marketing ploy, their perception of scarcity can shift from exclusivity to doubts about the brand's sincerity. Jin et al. showed through four experiments and one field study that when promoted limited quantities fall below consumer expectations, perceived retailer sincerity decreases, which in turn leads to a decrease in purchase intention [8]. As illustrated in this study, the relation between scarcity and purchase intention is not linear because an increase in scarcity can create a feeling of scarcity, but when the product supply is too limited, consumers can doubt the reason for reducing the quantity.

This is the same risk that applies to limited edition collaborations, like Stanley × JENNIE. In this case, the limited edition product design as well as purchase restrictions make the product exclusive and even more attractive. However, if in the future the brand does something like that or if consumers suspect that the product's shortage is more to create hype, the power of the limited supply may lessen. So, it is important for brands to strike a balance between exclusivity and accessibility. Scarcity marketing's long-term value should not only be assessed according to the product's capability to generate a resale premium or to draw attention in the short term but also in terms of whether consumers think the supply method is reasonable and whether it can maintain purchase intention and brand trust.

4. Strategic recommendations for scarcity marketing management

4.1. Verifiable scarcity design to curb resale speculation

To limit speculation of resale, scarcity should be determined by actual and measurable supply issues rather than a nebulous 'limited availability'. Brands can disclose the number of available products or, for example, provide individually numbered products, for collaborations like Stanley 1913 × JENNIE. This would provide clearer information on the origin of the scarcity and lessen the uncertainty about whether the scarcity is artificial. Purchase restrictions should be further tightened as well. Instead of simply having the limit per customer in their statement, brands could set up account verification, phone numbers, or payment information to ensure that limit is respected for the whole release period. This would make it more difficult for resellers to get large quantities through multiple purchases.

All of this is especially important when it concerns a limited edition item that may appeal to those who purchase products for resale. A major finding about consumers' willingness to resell limited edition products is the potential for monetary benefit found by Kim and Kim [9]. Brands could also limit opportunities for excessive resale profits by establishing their own resale platform or verification system to enable legitimate resales while deterring large-scale speculation. The restrictions should still not be severe, however. Consumers also may not have access to the product as strict purchasing requirements are set. What brands need to do is strike a balance between controlling resale and offering the products to people who want to buy and use them.

DOI: 10.54254/2754-1169/2026.39179

4.2. Fairer allocation mechanisms to mitigate consumer competition

Brands need to make the purchasing process appear more fair and not so time-sensitive to reduce the competitive pressure associated with limited availability. First-come, first-served releases will cause consumers to compete directly against each other, potentially increasing the urgency and pressure that consumers are under during the buying process. There is an alternative that is based on a lottery system, which may be more balanced. It would provide consumers with an opportunity to opt in in advance, and selected consumers would have a fixed period of time in which they would need to make their purchase. The allocation method for scarce products has been studied and demonstrated that it can influence consumers' fairness perceptions between first-come, first-served and random draw systems [10]. It could be an effort to keep stock levels low for particularly popular partnerships, thus preventing the success of purchasing solely on the basis of checkout speed.

Brands should also be clear on stock, restocking plans, and purchase limits. More transparency can lessen uncertainty and assist consumers in making purchasing decisions without being pressured. In addition, there are other features, such as custom engraving or behind-the-scenes design content, which could offer more opportunities for consumers to interact with the partnership. This would help maintain the campaign's exclusivity and reduce direct competition between consumers.

4.3. Balanced scarcity boundaries to safeguard brand trust

In addition, there should be some definite restraints on rarity. Some level of scarcity can gain interest in the product, but if the product is always scarce, it's not a good situation for consumers, which can eventually harm the brand-consumer relationship. Research shows that if the product advertised to consumers as having scarcity appeal is not available to them, they could feel angry and are likely to switch brands [11]. If the consumers perceive that the product is not readily available according to their expectations, they might also become suspicious of the retailer's sincerity [8].

Brands can minimize the threat by introducing small launches and increased accessibility. For instance, a partnership could involve having a set of limited collector products and regular products that are more readily available. This would maintain the exclusivity for people who may be interested in collectibles, but would also allow the possibility of more consumers being engaged in the collaboration. Brands may also convey the amount on hand and whether there will be restocks before a launch. Finally, the success of a scarcity campaign shouldn't be measured only by sales or resale value. Repeat purchases and consumer trust can provide a better indication of whether the strategy is conducive to a longer-term relationship with consumers. If repeated limited releases start to cause loss of trust or frustration, the brand should alter the frequency of the limited releases or how much the limited release actually is.

5. Conclusion

5.1. Key findings

The Stanley 1913 × JENNIE limited-edition partnership was discussed in this paper to gain insight into the advantages and risks of scarcity marketing. The result of the analysis shows that there are several ways that scarcity can be seen as increasing purchase intention. The scarcity of a product or the restrictions on acquiring it can create a perception of increased value, and limited-edition product positioning, along with celebrity association, can make a product more unique. These effects

DOI: 10.54254/2754-1169/2026.39179

can also be problematic when they get too strong. The resale premium in the Stanley × JENNIE case demonstrates the possibility of speculation when supply is limited, which can shift some of the value of the product to the secondary market. Rarity may also raise the level of rivalry amongst consumers and force them to make quick purchases. As customers keep struggling to secure out-of-stock items, they also may begin to question whether the brand is playing it straight with the scarcity. The proposed measures aim to deal with these risks by increasing transparency on scarcity, fairer purchasing methods, and reasonable limits on exclusivity of a product. All of these are designed for the purpose of keeping restricted products attractive without unduly hindering their availability to consumers.

5.2. Research significance

The outcome is beneficial for Stanley and other brands on the market that have limited edition partnerships. Demand and attention may be generated through scarcity, but the success of this approach shouldn't be judged by short-term sales. Brands will also need to consider who reaps the benefits of the value that is created as a result of scarcity, and what the process of buying and selling does to the consumer. Brands can retain their exclusivity while providing ordinary consumers a legitimate opportunity to purchase their products through improved supply transparency, more control over mass resale and more equitable distribution arrangements. A product strategy that combines highly limited collector items with more accessible products can also allow brands to tap into different audiences of consumers without compromising the unique value of a collaboration. This scarcity can thus help to motivate immediate demand and keep customers' trust in the long term.

5.3. Limitations and future study

There are a number of limitations in this paper. Information mainly comes from secondary sources, and no primary data has been obtained from consumers. Thus, it cannot directly assess how strong the effect can be of the perceived value, perceived uniqueness, or perceived competition between consumers on the purchase decision of individual consumers. The paper also focuses on one partnership, and results are not necessarily transferable to other brands, product categories, or consumer groups.

Future research could pursue the consumers' responses to various levels and types of scarcity via surveys, experiments, or interviews. It would also be interesting to see how limited edition campaigns are performed in comparison to other brands, as well as how consumers respond to them over time. This would provide researchers with the chance to investigate if shortage can still boost purchase intention in the long term or if it eventually results in a reduction in re-purchasing and brand trust.

References

[1] Barton, B. L., Zlatevska, N., & Oppewal, H. (2022). Scarcity tactics in marketing: A meta-analysis of product scarcity effects on consumer purchase intentions. *Journal of Retailing, 98*(4), 741–758. https://doi.org/10.1016/j.jretai.2022.06.003

[2] Chae, H., Kim, S., Lee, J., & Park, K. (2020). Impact of product characteristics of limited edition shoes on perceived value, brand trust, and purchase intention; focused on the scarcity message frequency. *Journal of Business Research, 120*, 398–406. https://doi.org/10.1016/j.jbusres.2019.11.040

[3] Stanley 1913. (n.d.). The Quencher® Luxe Tumbler-30 oz. https://www.stanley1913.com/products/stanley-x-jennie-quencher-luxe-tumbler-30-oz

DOI: 10.54254/2754-1169/2026.39179

[4] Aggarwal, P., Jun, S. Y., & Huh, J. H. (2011). Scarcity messages: A consumer competition perspective. *Journal of Advertising, 40*(3), 19–30. https://doi.org/10.2753/JOA0091-3367400302
[5] Song, M., Choi, S., & Moon, J. (2021). Limited time or limited quantity? The impact of other consumer existence and perceived competition on the scarcity messaging–purchase intention relation. *Journal of Hospitality and Tourism Management, 47*, 167–175. https://doi.org/10.1016/j.jhtm.2021.03.012
[6] Wang, Y., Kong, S., Li, M., & Liu, L. (2022). Need for uniqueness moderates the effectiveness of different types of scarcity appeals. *Frontiers in Psychology, 13*, 890350. https://doi.org/10.3389/fpsyg.2022.890350
[7] StockX. (n.d.). Stanley x Jennie the Quencher Lux 30oz Tumbler Midnight Ruby. Retrieved September 19, 2026, from https://stockx.com/stanley-x-jennie-the-quencher-lux-30oz-tumbler-midnight-ruby
[8] Jin, Y., Xie, G.-X., & Zhang, J. (2026). When product scarcity backfires (or doesn't): Limited quantities affect perceived retailer sincerity in online promotions. *Journal of Retailing, 102*(2), 297–314. https://doi.org/10.1016/j.jretai.2025.11.001
[9] Kim, W., & Kim, B. (2020). The critical factors affecting the consumer reselling of limited edition products: A case in the Korean fashion sector. *Sustainability, 12*(19), 8181. https://doi.org/10.3390/su12198181
[10] Park, J., & Kwon, H. (2024). First come, first served versus the draw: Perceived fairness in the new product purchase competition. *Psychology & Marketing, 41*(8), 1735–1747. https://doi.org/10.1002/mar.22007
[11] Biraglia, A., Usrey, B., & Ulqinaku, A. (2021). The downside of scarcity: Scarcity appeals can trigger consumer anger and brand switching intentions. *Psychology & Marketing, 38*(8), 1314–1322. https://doi.org/10.1002/mar.21489