

Diego Aparicio
Carolina Ines Pan
Nader Tavassoli

CS-24-021
April 2024

Santiago Artemis: Growing a Luxury Brand and Business

“Without Santiago, Artemis wouldn’t exist”

Santiago Navarro’s therapist¹

ARTEMIS

In 2011, aged 20, Santiago Navarro had his first international breakthrough when singer-songwriter Katy Perry wore his custom designs on tour. By 2017 he had earned the moniker of South America’s “enfant terrible,” courtesy of *V Magazine*. And, in 2019, *Netflix* released a six-part series, *No Time for Shame*, that followed him and his fledgling fashion brand, *Artemis*, as he juggled the demands of a new collection, celebrity clients and sustaining a creative business. In 2023 he was chosen as one of only four Latin American designers to present their designs in honour of Karl Lagerfeld at the MET Gala in New York City.

Yet, after more than a decade of growing attention, the success of the business – or even the articulation of what success might look like – remained uncertain. In many ways, the business stood at the precipice from adolescence to adulthood, a juncture that defined Santiago the designer as much as *Artemis* the brand. Indeed, this transition was the theme of his 2022 *The Rebirth* collection, one centred on the transition from Santiago’s naïveté of adolescence to a new maturity for *Artemis*.

Santiago Navarro’s upbringing

Santiago Navarro was born into a Mormon family living in Ushuaia, at the southernmost tip of the continent – also known as “the end of the world” due to its proximity to Antarctica (**Figure 1**). The tranquil but windy city, lying between the snow-capped Martial Mountains in the Andes and the Beagle Channel, had a deep impact on his creative direction, such as his iconic long coats and high boots.

This case study was prepared by Professor Diego Aparicio of IESE Business School, case researcher Carolina Ines Pan, and Professor Nader Tavassoli of London Business School. It was reviewed and approved before publication by Santiago Navarro.

© 2024 London Business School. All rights reserved. No part of this case study may be reproduced, stored in a retrieval system, or transmitted in any form or by any means electronic, photocopying, recording or otherwise without written permission of London Business School.

London Business School cases and teaching notes are developed solely as the basis for class discussion and are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.