

GUERRILLA  
TACTICS

GUERRILLA TACTICS 2023

# AGILE PRACTICE

be small, think bigger



#GT2023

RIBA   
Architecture.com

## WITH MANY THANKS TO THE RIBA GUERRILLA TACTICS STEERING GROUP:

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Jen Forakis, HoOP Architecture

Nimi Attanayake, nimtim architects

Paul Bulkeley, Snug Architects

Su Stringfellow, Harrison Stringfellow

Sarah Broadstock, Studio Bark

Tom Bell, Freehaus

Will Mawson, MawsonKerr

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## CONFERENCE PROGRAMME

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*Jarvis Hall, 66 Portland Place, London  
Tuesday 7 November 9.30 am to 6.30 pm*

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### Guerrilla Tactics 2023

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Guerrilla Tactics is RIBA's annual flagship conference for small and medium sized architectural practices. The event provides a wealth of insightful information with a focus on essential business skills for architects, and how they can develop their practices through innovation.

This year's Guerrilla Tactics explores agility and how you can make a virtue of being 'small'. The conference will discuss how practices can continue to be resilient no matter the climate, while focusing on the benefits of being and staying small. It will ask what 'growth' really means and how small practices can leverage their uniqueness and be honest about what's in their heart. It will explore what it means to specialise versus being reactive and the power of knowing what to say yes to. It delves into the lived experience of a micro practice that has learned to create successful bid proposals – the hard way – and looks at finding the right technology to score those quick wins.

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### Registration & welcome refreshments

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**9.30 am** Registration, refreshments and networking

**10.00 am** Welcome – RIBA President, Muyiwa Oki

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### Morning sessions

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**10.05 am** Rion Willard, The Business of Architecture – Keynote

**10.30 am** Tom Bell, Freehaus – Resilience and agility in a changing climate

**10.50 am** Emma Keyte, Free Projects – A recipe for agility

**11.10 am** Coffee Break

**11.40 am** Elle Bytautaite, studio elle – Building your brand from scratch

**Midday** Q&A with Tom Bell, Emma Keyte and Elle Bytautaite

**12.15 pm** Workshop on the morning's themes led by Lindsay Faller, Cloudfields

**12.45 pm** Lunch

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## Afternoon sessions

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1.45 pm	Welcome to afternoon sessions – Lindsay Faller, Cloudfields
1.50 pm	Keir Regan-Alexander, Arka Works – Pitching your practice
2.10 pm	Albert Hill, The Modern House – Hustling with heart
2.30 pm	Q&A with Albert Hill, The Modern House
2.40 pm	Serwan Saleme, Woods Bagot – Technology you can use
3 pm	Q&A with Serwan Saleme, Woods Bagot
3.10 pm	Coffee Break
3.35 pm	Minesh Patel, Minesh Patel Architects – Dispatches from a small practice: fees and bid writing
3.55 pm	Q&A with Minesh Patel, Minesh Patel Architects
4.05 pm	Interactive round table with RIBA Guerrilla Tactics steering group members, led by Lindsay Faller, Cloudfields

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## Conclusions

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4.40 pm	Delegate insights from the day
5 pm	Closing words
5.05 pm	Networking drinks reception with freestyle mentoring opportunity
6.30 pm	Close



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## Tom Bell, Freehaus

### Resilience and agility in a changing climate: reclaiming architect as a verb

Achieving resilience and agility in a changing climate suggests the need for a more fluid type of practice, a methodology that moves away from ivory towers and starchitects of the past. Tom Bell's studio, Freehaus, is a case study in shared authorship and agency: its members architect fairly to shape real lives. He discusses how a more collaborative, explorative approach cannot just deliver project value; it can also contribute to practice legacy, opening up the studio walls and giving the team freedom to act.

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## Emma Keyte, Free Projects

### A recipe for agility

If resilience is the ability to bounce back to where you used to be, agility is about how you navigate important turning points to move your practice forward. This doesn't necessarily mean growing in size; it can just as easily be to do with strengthening your reputation, developing specialisms, or working with greater purpose and joy.

But what ingredients do you need to be agile, to make the most of these moments?

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## Elle Bytautaite, studio elle

### Building your brand from scratch: on and offline

With first-hand experience of a journey of 'marketing' a new studio and the crucial steps and strategies required to build a strong and impactful brand in the competitive landscape, Elle Bytautaite, founder of studio elle, talks about trial and error in consistently establishing your authenticity to convey a brand's values, building digital and physical presence, and the tenacity to seize opportunities.

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## Keir Regan-Alexander, Arka Works

### Pitching your practice

No one tells you how to pitch when you're learning architecture, you have to learn from doing. Does a good design reputation sell itself? Spoiler alert, it does not.

During this session Keir will be sharing some hard-won lessons from the coalface of pitching his ideas to many different client types over a 15-year period. We will consider what definitely doesn't work and how to adapt your thinking to get more consistent results.

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## Albert Hill, The Modern House

Hustling with heart: using the small

A key skill of any small business owner hoping to grow is the hustle – using your agility and unique insights and intelligence to get your foot in as many doors as you can. Albert Hill, of The Modern House and Inigo, is a former architecture journalist who co-founded and grew an estate agency by embracing the advantages of being different. He discusses seeking growth by, amongst other things, adventuring where others fear to tread, leveraging what powers you already have and stepping inside the minds of your clients.

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## Serwan Saleme, Woods Bagot

Technology you can use: resourcefulness in times of change

In an era where technology is shaping industries at an unprecedented pace, join Serwan as he unveils the untapped potential of Artificial Intelligence (AI) and other platforms for small-medium sized companies in the realm of architecture. Through a dynamic exploration of real-world applications, this session will illuminate how AI and new technologies can revolutionise idea generation, spatial analysis, streamline operations, and amplify collaborative efforts.

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## Minesh Patel, Minesh Patel Architects

Dispatches from a small practice: fees and bid writing

Being able to demonstrate value, win work and set the right fees is crucial to the success of small practices. This session/talk will draw upon the lessons learned in the first few years of starting a practice and offer tips on communicating value to clients, managing fees, and ensuring the success of projects.

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## MENTORING – 5.05 pm to 6.30 pm

*Florence Hall, 66 Portland Place, London*

The mentoring session opens at 5.05 pm in the Florence Hall, with networking over drinks.

The speed mentoring session will enable delegates to meet and chat with inspirational architects, business mentors and industry professionals who will offer quick-fire advice on a wide range of subjects.

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## SPEAKER BIOS

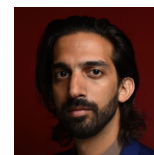


**Muyiwa Oki**  
RIBA President

Muyiwa is an architect in the Design and Digital team at construction consultancy, Mace Group. While at Grimshaw Architects, Muyiwa founded and was chair of the Multi-Ethnic Group and Allies staff network as well as being an external speaker and mentor for aspiring architects at the Grimshaw Foundation, which exists to encourage greater social mobility within architecture.

In the wider industry, Muyiwa is known for presenting at Practice Clinics focused on EDI leadership and participating in panels, events, and radio programmes on behalf of RIBA. He is also a regular contributor to the next generation of architects as an Ambassador for the Mayor of London: Design Future London challenge.

Muyiwa also co-founded a design-tech venture called Modulor, focused on making Digital Twins of spaces affordable.



**Rion Willard**  
The Business of Architecture

Rion is an architect turned architecture business consultant. He began his career under notable firms such as Grimshaw and RSHP, and later began his own practice, TTHS architects. He now consults architectural practice owners around the world to help them grow and design their practices. In the early days of running TTHS, he was met with many business obstacles that frustrated and confused him. The constant financial anxiety and stress drove him to a point where he decided he had to understand everything he could about running a business. This led him to interview successful business leaders within the AEC industry on a global scale, which is now known as the Business of Architecture UK Podcast. Rion continually invests in furthering his education on the subject of running a successful practice, including marketing, selling, and even the psychology of people and teams. His relationships with industry experts, business consultants, and leadership mentors have helped him understand and better consult other practice owners on what makes a profitable and impactful practice. He is now the Director of Consulting at Business of Architecture where he has personally consulted with over 100 architecture practice owners to implement the SMART Practice Method™. His ultimate desire is to help other architects create a practice that gives them fulfilment, freedom, and exceptional finances.

## SPEAKER BIOS

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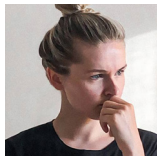
**Tom Bell**  
Freehaus

Tom co-founded Freehaus in 2012. The practice works across the civic, community, and education sectors and was a highly commended finalist of the 2022 Young Architect of the Year. Tom has experience of large and small practice and 15 years as a practice leader. Through his work Tom champions sustainability and end-users agency to deliver award-winning low carbon schemes, sustainable communities, and greater social value. He is a certified Passivhaus Designer, RIBA Client Advisor, RIBA student mentor and a member of the Harrow and OPDC Place Review Groups.



**Emma Keyt**  
Free Projects

Emma is a writer, editor and brand consultant. Her one-woman company, Free, works with architecture and design practices to define their identity, shape strategy and articulate ideas, with clients including Allford Hall Monaghan Morris, Buckley Gray Yeoman, Freehaus, Gibson Thornley Architects, Gort Scott, Haptic, Morris+Company, Sheppard Robson, Stiff+Trevillion and Wilkinson Eyre.



**Elle Bytautaite**  
studio elle

Architect, educator and founder of studio elle, Elle firmly believes that enriching and inspiring education should be accessible to all. Drawing from her own experience at Kingston University, the Architectural Association and University of North Carolina at Charlotte, USA, she advocates an academic culture that is approachable, relatable and aspirational to the next generation of thinkers and designers. Combining her rigorous academic achievements with in-depth experience leading residential and commercial projects, such as Harrods, and now her own studio; Elle is passionate about enriching the academic culture by empowering students through empathy to help them nurture their own voice and position within the field.

## SPEAKER BIOS

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**Keir Regan-Alexander**  
Arka Works

Keir is an AEC Domain Expert operating at the intersection of architecture practice, sustainable development and software design. With over 15 years in practice, he has crafted high-quality projects across various sectors, including education, health, housing, and workplaces.

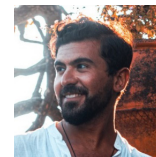
His leadership style is founded on openness, trust, and design excellence through collaboration and proved instrumental during his decade at the AJ100 practice Morris+Company, where he was co-Director. In 2023 he established Arka, which aims to help architects, clients and startups thrive in an ever-changing industry.



**Albert Hill**  
The Modern House and Inigo

Albert graduated from the University of Bristol with a BA in Art History and was the Design Editor at *Wallpaper* under founding editor Tyler Brülé. He has written for the Guardian, The Times and The Independent, contributed to a number of books, and commented on architecture and property on television and radio.

Pursuing his passion for the crossover between architecture and commerce, he founded The Modern House in 2005 and Inigo in 2021



**Serwan Saleme**  
Woods Bagot

Serwan is an architect at Woods Bagot with a strong commitment to community-driven design and impactful experiences. With a wide-ranging portfolio spanning Asia, Europe, and the Middle East, Serwan collaborates extensively with teams to deliver innovative spaces that cater to diverse client and community needs.

His focus extends beyond traditional architecture. Deeply intrigued by the intersection of Artificial Intelligence (AI) and design, Serwan consistently explores AI's potential to enhance architecture. Through in-depth research and practical application, he's uncovering how AI-driven insights and advanced algorithms can lead to sustainable and people-centric spaces.

## SPEAKER BIOS

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**Minesh Patel**  
Minesh Patel Architects

Minesh is the founder and principal of Minesh Patel Architects, a RIBA chartered architecture and design practice based in Birmingham. It was established to pursue a range of projects from residential extensions and housing through to public buildings and master planning. This year the practice was chosen for the RIBA Journal's 'Future Winners' series as one of five up and coming practices in the UK. Current projects include a collaboration with Haworth Tompkins on a plot on the landmark Smithfield Birmingham scheme.



**Will Mawson**  
MawsonKerr

Will is an architect and co-founded MawsonKerr Architects, an employee-owned design studio based in Newcastle, in 2010. The practice is one of RIBA's role model practices set up with a strong environmental agenda and has since delivered a number of Passivhaus projects as well as picking up several national design awards. Alongside work within MawsonKerr, Will is a part time educator at Northumbria University, Co-Chair of RIBA North East, sits on TDUK's sustainability panel and has contributed to several conferences including Guerrilla Tactics and Futurebuild.



**Nimi Attanayake**  
nimtim architects

Nimi co-founded nimtim architects in 2014 alongside Tim, a practice known for its small-scale, high-quality projects that places people and communities at the heart of their work. She is a qualified garden and landscape designer, leading nimtim landscapes as well as organising school engagement work across London. Nimi is a judge for the Architects' Journal, British Homes and Surface Design Awards and an external examiner for Manchester University. She is also a panel member for Design South-East and Frame Projects sitting on a number of London and South-East England Quality Review Panels. nimtim architects was recognised as one of Architects' Journal's '40 under 40' in 2020 and has recently been appointed by the London Mayor to be on his (A+U) framework for both small sites housing and landscape/public realm lots.

## SPEAKER BIOS

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**Sarah Broadstock**  
Studio Bark

Sarah's passion for hand-drawing is central to her design process, complementing the team's creativity methodology.

Alongside her architectural design work, Sarah sits on RIBA's Guerilla Tactics Steering Group and is an active member of the Architects Climate Action Network, coordinating the Education Group during its first year of activity. Sarah is passionate about architectural education and has been a studio tutor at the University of East London and a visiting reviewer at the Sheffield School of Architecture. During 2020/21 she worked closely on the educational live-build programme 'No Building As Usual', addressing climate change and diversity in education.

Prior to working at Studio Bark, Sarah worked with local authorities and community groups across Yorkshire. This provided a valuable framework for understanding planning processes, policy, and the complexities of delivering high quality spaces.



**Jennifer Forakis**  
HoOP architecture

Jennifer is Director of HoOP architecture and a registered and Chartered Architect.

She has been practising in London, Berkshire and beyond for over 15 years during which time she has been responsible for many beautiful and acclaimed projects. Particularly interested in considering buildings in their context and with an eye-for-detail she runs a small energetic practice enabling fellow consultants, contractors, and ambitious clients to implement ideas to the highest standard.

Jennifer strongly believes in the power of the team; client, professionals and contractors working together. As a result, she has established long-standing professional relationships with industry experts including respected landscape architects, engineers and contractors.

With collaboration in mind, Jennifer nurtures a working relationship with every client and each project receives her expert attention from beginning-to-end resulting in consistently good value, great work.









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