


AI TAYLOR ERWIN

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 California

 [Taylor Erwin](#)

ANTHROPIC PBC

ATTN: Hiring Committee

CC: Kathryn Wright, MBA – Head of RE

RE: Real Estate Portfolio manager

Dear Hiring Committee,

I've spent fifteen years leading real estate strategy for fast-scaling companies, spanning **Shopify's 400% growth**, global **Fortune 500 advisory at M Moser**, and **JetX's international real-estate focused franchisor platform launch**. As Anthropic scales, its real estate portfolio will need to operate as a **strategic lever** for the business, and that's the work I'd be excited to lead.

At **Shopify**, my core work was translating **rapid growth** from **2,600 to 10,000+** employees into **space requirements, timing, and capital plans** that Finance, Talent, and the C-suite could act on with confidence. I built the models, governance, team structures, and reporting cadence that gave leadership a clear, decision-ready view of recommendations, trade-offs, risks, and financial implications. I personally owned **\$500M+ and 1.9M sf of CapEx** within their wider 2.5M sf global portfolio, including the company's **255,000 sf / \$130M headquarters**, as well as their **first fulfillment center (1.1M sf / \$250M)**, while **hiring and leading the PM team** responsible for international delivery during the fastest and steepest corporate growth period in Canadian *history*.

At **M Moser**, a 1,500-person global workplace firm with 29 offices, I advised **Fortune 500 clients across Canada and global markets** on workplace strategy, portfolio growth planning, design, building technology, sustainability, and design-build solutions. The work required translating ambiguous business needs into **executive-ready recommendations**: connecting growth plans, market conditions, operational constraints, cost implications, and workplace requirements into a clear path forward for leading global companies. **Clients called me first** because they trusted my judgment, and I learned to earn a decision rather than ask for one.

JetX is where my work maps most directly to this role. **Reporting to the President of the Americas**, I built the **multi-market deployment model** for a Hong Kong based AI robotics platform across **North America, LATAM, and APAC**. I led the **market analysis, underwriting, pro formas, and capital scenarios** that determine where we expand, **market opportunities** and costs, the deal structures that best supports the strategy, spanning **lease, build-to-suit, sale-leaseback, acquisition, and PropCo/OpCo structures**. I also built the fund models, the governance, and the commercial, legal, IP, and compliance frameworks that international growth requires — **all from scratch**.

As an **AI-first Operator & Builder X**, I tend to build the tools I need rather than wait for them. Having **founded & exited my own AI SaaS company**, I bring a **practical operator's view of AI**. I use **Claude Code** and **n8n daily** to automate research, synthesize market data, aggregate financials, create dashboards, and translate analysis into **executive-ready** recommendations. I combine cross-functional real estate expertise with technical fluency across project controls, analytics, modeling, architecture, and MEP systems, supported by a toolkit that includes Python, Primavera P6, Power BI, SQL, BigQuery, Excel, Asana, Jira, and Smartsheet to **scale a portfolio**.

Anthropic is compelling because this role reflects the kind of real estate leadership where I can create the most value. I would **build the Program Manager and Occupancy / Lease Administration roles into a trusted, scalable function** with clear ownership, cost visibility, and decision support leadership can act on.

The best workplace environments **reduce friction, support collaboration, and help attract and retain top talent**. I would welcome the opportunity to help Anthropic scale with discipline and purpose, creating the real estate platform, operating model, and decision support that enable interdisciplinary teams to do their best work in service of safe, reliable AI.

Sincerely,

Taylor Erwin



TAYLOR ERWIN

SUMMARY

Corporate real estate leader with **15+ years** across portfolio strategy, location and market analysis, and capital delivery in **North America, Europe, LATAM, and APAC**. At **Shopify**, I owned **\$500M / 1.9M sf** of CapEx, including their **HQ 255,000 sf / \$130M**, translating rapid headcount growth (2,600 → 10,000ppl) into occupancy and capital plans. Now leading JetX's **multi-market expansion**, developing the market-selection analysis, entry strategy, financial models, and deployment strategy across North America, LATAM, and other international markets. As an **AI-first Operator & Builder**, I create custom AI tooling to automate research, synthesize market data, aggregate financials, and translate analysis into executive-ready recommendations, all while building the governance and teams that scale a portfolio.

CORE COMPETENCIES

- **Portfolio Strategy**
- Financial Modeling
- Lease Strategy & Administration
- **Executive Communication**
- **Location & Market Analysis**
- Capital & Demand Planning
- **Negotiation & Deal Structuring**
- Team Leadership
- Site Selection & Due Diligence
- **Capital Project Delivery**
- Cross-Functional Partnerships
- **Data, AI & Automation**

PROFESSIONAL EXPERIENCE

JETX U.S. / International

2025 – Present

Chief of Operations & Expansion

- **LOCATION & MARKET ANALYSIS** — Developed market-selection analysis for expansion, including macroeconomic and demographic studies, traffic and trade-area modeling, competitive density, and cost comparisons across U.S. and international markets. Ranked, sized and prioritized JetX's opportunities.
- **FINANCIAL MODELING & DEPLOYMENT** — Develop and implement multi-market pro formas, NPV / IRR, and capital scenarios that drive market positioning, partnership structures, and long-range portfolio strategy.
- **MARKET ENTRY & DEAL STRUCTURE** — Lead expansion via licensing, FTC franchising, area representatives, and operators; structure deal pathways (lease, build-to-suit, sale-leaseback, PropCo-OpCo, Triple-Net, REIT, funds), incl. the commercial, legal, insurance, & compliance frameworks for domestic and international growth.
- **REAL ESTATE PLAYBOOKS & DELIVERY** — Publish site-selection criteria and diligence, set retrofit-vs-greenfield approaches, project estimates (soft + hard costs), and run site development from initial planning, procurement, build out, and commissioning with critical paths, change control, and vendor accountability.
- **CROSS-FUNCTIONAL LEADERSHIP** — Serve as the connective layer between overseas engineering, manufacturing, software and the Western business; convert revenue targets and partner constraints into clear priorities across product, legal, finance, operations, and marketing. Led AI-driven GTM & Business development.

M. MOSER ASSOCIATES Canada / International

2023 – 2024

Client Services

- **STRATEGIC ACQUISITION & SOLUTION DESIGN** — Led business development with Fortune 500 clients, translating growth plans and organizational needs into workplace strategy, sustainability, building technology, brand experience, and design-build delivery. Led portfolio guidance, market development, and acquisition.
- **END-TO-END SCOPING & DELIVERY** — Turned blue-sky assessments into actionable programs; scope, budgets, and success metrics, coordinating design, engineering, and construction with client / stakeholders.
- **ANALYTICAL TOOLING & CRM** — Developed custom research, data, and CRM tools that automated prospecting, enriched account intelligence, and strengthened pipeline reporting.
- **COMMERCIAL STRATEGY & PRE-SALES** — Led opportunity qualification and pursuit strategy, shaping value propositions, proposals, and executive outreach around each client's business and real estate priorities.



Senior Real Estate Project Manager

- **GLOBAL PORTFOLIO STRATEGY** — Led a global portfolio of capital programs (**\$500M / 1.9M sf**) incl. tech campuses, offices, and hyper-scale builds, translating headcount growth (2,600 to 10,000 ppl) into space requirements, occupancy plans, and capital timing, built and led large multidisciplinary teams.
- **GOVERNANCE & EXECUTIVE REPORTING** — Designed PMP-aligned project controls, procurement, RFP/RFQs, contract templates, and executive reporting from the ground up, surfacing cost, schedule, scope, and risk for fast, informed capital decisions, presenting recommendations to C-suite.
- **CROSS-FUNCTIONAL EXECUTION** — Led 40+ ppl teams across a matrix organization, partnering with Workplace, Operations, Finance, Legal, IT, Security, and HR to set and deliver on scope, budgets, and timelines.
- **COMMERCIAL & LEASE NEGOTIATION** — Negotiated leases and complex contracts with landlords, developers, architects, and GCs, balancing cost, schedule, quality, and risk while preserving flexibility for future growth.
- **TEAM & PROGRAM LEADERSHIP** — Built and mentored multidisciplinary teams of up to 40 across time zones, and founded special programs spanning portfolio forecasting, sustainability, and strategic think tanks.

THE FOOD DUDES HOSPITALITY GROUP Toronto

2017 – 2018

Director, Real Estate Development

PLANMAC ENGINEERING Toronto

2012 – 2016

Senior Project Manager / Contract Administrator

KIEWIT CONTRACTORS INC. NYC

2007 – 2010

Lead Estimator / Field Engineer

PROJECT HIGHLIGHTS

- **Real Estate Portfolio Management: Shopify \$500M / 1.9M sf** — Developed the portfolio’s end-to-end controls and forecasting framework from scratch, spanning Class estimates, lifecycle cost analysis, contract structures, workplace forecasts, while presenting leadership clear visibility into cost, schedule, and risk for capital planning.
- **U.S. / Americas Market Entry: JetX** — Leading the Americas market-entry launch, developing market-selection models, site-selection and diligence frameworks, deal structures, and the operating model for automated infrastructure deployment across U.S. markets.
- **Fortune 500 Global Advisor: M. Moser** — Advised global Fortune 500 clients on market entry, site selection, real estate utilization, design strategy, building technology, sustainability, and design-build delivery to optimize location decisions and portfolio performance.
- **Marketing-Mix Modeling — National Insurer \$1M budget · +16% ROI** — Built customer-segmentation and ML marketing-mix models using ROBYN, Meta’s open-source regression framework, reallocating a \$1M channel budget and lifting ROI 16% while turning marketing data into a capital-allocation.
- **The Well — Shopify HQ Shopify — \$130M / 255,000 sf** — Owned the flagship from inception through design — programming, Class estimates, the RFP process, team selection, and contracts — for a tech campus with office, hospitality, and community programs (design held at COVID).
- **FunnelWriter.AI — Built & Sold AI SaaS** — Founded, built, and sold an AI marketing-SaaS (LangChain / OpenAI / Python) that scrapes & structures company assets into high-converting copy; acquired by a US company.

EDUCATION

- **B.Eng (Hons), Civil Engineering** — Toronto Metropolitan University
- **FinTech Certificate** — University of Toronto · Python, Machine Learning & Blockchain ([curriculum](#))

TOOLS & TECHNOLOGY

- **FINANCIAL MODELING & ANALYTICS** — Advanced Excel (models, scripts, Power Query) · Power BI · SQL
- **REAL ESTATE & PROJECT DELIVERY** — CoStar · Primavera P6 · Smartsheet / Asana / Jira
- **PROGRAMMING & AI** — Python · Claude · Enterprise Level APIs · n8n automation · Advanced builder of AI Tools
- **PRODUCTIVITY & COLLABORATION** — Google Workspace + Online · Microsoft Office · Notion