

AJ Musselman

Customer Experience & Operations Leader

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SUMMARY

Customer Experience leader who takes support from zero to scale. Headed the CX function at GXVE Beauty by Gwen Stefani and \$100M+ Juice Beauty; ran CX for 5 DTC e-commerce brands at once as a fractional head of CX. Joined Grüns (acq. Unilever, 2026) as one of its first 100 employees during high growth, scaling the team across a high-volume, multi-brand portfolio. Owns order management, setting fulfillment priorities with 3PLs across multiple fulfillment centers. Builds the operating layer behind the numbers: helpdesks, QA programs, and AI automation, including Siena AI and Claude-based agents; 12 years in Customer Experience, built on a foundation in Trust & Safety and Community Operations at early Uber.

AREAS OF EXPERTISE

CX Operations & Scaling Stood up and scaled support functions from pre-launch to enterprise across DTC, Amazon, TikTok Shop, and retail
Celebrity & Founder-Led Brands Built and ran CX for celebrity-founded and founder-led brands, including GXVE Beauty by Gwen Stefani
BPO & Vendor Management Sourced, onboarded, and managed offshore BPO teams; owned performance and business reviews
Helpdesk Implementation Gorgias and Gladly certified; migrated a \$100M+ brand to Gorgias, cutting tickets 14% and first response time 37%
AI & Automation Implemented Siena AI for multiple brands at 40–65% automation with intent mapping and escalation logic that protects CSAT
Trust & Safety 4 years of Trust & Safety investigations at Uber and ZipRecruiter, from serious safety incidents to fraud detection

PROFESSIONAL EXPERIENCE

Create CX — Fractional Customer Experience Manager

Mar 2025 – Sep 2025

Fractional CX consultancy supporting DTC brands across beauty, wellness, apparel, and functional beverages, including subscription-first clients.

- Led CX for **5 DTC brands concurrently** (including DYLAN LEX and Chris McMillan Hair), advising founders directly through weekly KPI reviews and recommending operational priorities
- Set CX AI strategy across client brands, **implementing Siena AI** (personas, guardrails, intents, QA) to reach **40–65% ticket automation**
- Owned support delivery across a combined **5,000+ monthly inquiries at 4.3+/5 CSAT**, managing 3 Philippines-based direct reports through performance management, coaching, and escalations
- Conducted CX audits and rebuilt CX infrastructure for additional brands, from Gorgias rules, automations, and help center workflows to customer-facing shipping and return policies, before handing off to in-house teams

Juice Beauty — Customer Experience Manager

Apr 2024 – Feb 2025

\$100M+ vegan skincare and beauty brand across DTC subscription, Amazon, and retail. Role eliminated in a company-wide reduction in force.

- Owned the CX function end-to-end, running omnichannel support (email, phone, social) across DTC, subscriptions, Amazon, and retail while managing and coaching an in-house CX Lead
- Set a self-service-first deflection strategy, backed by clear public shipping and return policies, taking automation **from 0% to 16% in 10 months (vs. a 12% Gorgias merchant average)** while holding **4.56/5 CSAT**
- Led the platform move from Outlook to Gorgias, cutting **ticket volume 14%** and **FRT 37%** through new routing rules, a tagging taxonomy, a macro library, and a new help center
- Delivered monthly VoC reporting to the C-suite, setting help center and self-service priorities from top contact drivers

New Theory Ventures — Customer Experience Manager

Jun 2020 – Oct 2023

Venture fund and operator behind GXVE Beauty by Gwen Stefani and SELF/ish Skin. Role eliminated in a company-wide reduction in force.

- Built and led the CX function end-to-end across both brands, setting the support channel mix and shipping and return policies at launch and implementing Gorgias from scratch alongside the help center, SOPs, and BPO model
- Managed the day-to-day 3PL relationship across both brands as CX point of contact, resolving WMS exceptions and holding the 3PL to SLA and accuracy standards on unshipped orders, address issues, out-of-stock items, and returns to sender
- Owned vendor performance across a \$100K annual BPO partnership: sourced, evaluated, and selected the partner for CFO approval, onboarded the team, and led bi-weekly business reviews and agent performance reviews
- Oversaw a LatAm-based BPO CSR team through training, coaching, and QA, sustaining **4.65/5 CSAT** while averaging **sub-7-hour FRT** and **sub-14-hour resolution** across tenure
- Turned VoC data into cross-functional change, surfacing defect trends that drove packaging and shipping fixes and building hourly inflow analysis that informed workforce planning
- Co-managed the GXVE brand ambassador program with the VP of Social Selling, scaling membership from **0 to 1,700 in 15 months**

EARLIER EXPERIENCE

ZipRecruiter – Trust & Safety Associate II2019 – 2020

- Reviewed 100+ employer accounts and postings daily, using internal and external resources to authenticate holders, detect fraudulent activity, and protect job seekers from data harvesting and platform misuse

Uber – Community Operations2014 – 2018

Investigator II, Special Investigations Unit (SIU) | 2017 – 2018

- Owned 30–40 business-critical Trust & Safety investigations weekly, including assault, weapons, severe injury, and fatalities, conducting structured interviews and resolving complex, high-stakes cases
- Partnered with Legal, Comms, Claims, and Insurance to drive policy-compliant resolutions, leveraging GPS and platform data to render final access decisions

Incident Response Representative | 2015 – 2017

- Conducted investigations for Trust & Safety incidents, including assault, discrimination, and vehicle accidents
- Joined Uber's first in-house social media response team while carrying concurrent incident response casework

Community Support Representative | 2014 – 2015

- Resolved 600+ Tier 1 support emails a week (15/hour) in Zendesk during Uber's hypergrowth; promoted to the Incident Response Team within four months

TOOLS & SYSTEMS

CX & Helpdesk Gladly · Gorgias · Zendesk

E-Commerce & Logistics Shopify · Amazon Seller Central · TikTok Shop · Skio · Yotpo · Loop Returns · Klaviyo · Postscript · Fulfil

AI & Enablement Siena AI · Claude · Claude Code · ChatGPT · Notion · Articulate 360 · DataGrail

CERTIFICATIONS

Gorgias Certified Admin2026

Gladly Team Manager Certified2025