

# AJ Musselman

## Senior Customer Experience Operations Leader

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### SUMMARY

Senior CX Operations leader specializing in building infrastructure and scaling teams, from pre-launch to enterprise. Deep expertise in BPO and vendor management, SOP design, QA frameworks, and knowledge management, with a track record of cross-functional collaboration and KPI-driven performance reporting. Skilled in CRM and **Siena AI** implementation and people management, with a foundation in Trust & Safety. **Gorgias Certified Admin** and **Gladly Team Manager Certified**.

### CORE COMPETENCIES

Team Leadership | People Management | BPO Management | Voice of Customer | 3PL & Vendor Management | QA Frameworks  
SOP Design | CRM Implementation | Enablement | Cross-Functional Collaboration | KPI & Performance Reporting

### TOOLS & SYSTEMS

**CX & Helpdesk** Gladly · Gorgias · Zendesk · Help Scout  
**E-Commerce & Logistics** Shopify · Amazon Seller Central · TikTok Shop · Skio · Smartrr · Yotpo · Loop Returns  
Social Snowball · Klaviyo · PostScript · Fulfil · Extensiv · ShipHero  
**AI & Enablement** Siena AI · Claude · ChatGPT · Notion · Confluence · SolidRoad · Articulate 360

### PROFESSIONAL EXPERIENCE

#### Grüns Nutrition — CX Operations Manager

Oct 2025 - Present

Enterprise wellness company operating across DTC, Amazon, TikTok Shop, and retail.

- Leading CX operations for a multi-brand \$500M wellness enterprise, managing SOPs, QA frameworks and calibrations, and ERP/fulfillment escalations across DTC, Amazon, TikTok Shop, and retail

#### Leeor Cohen Consulting, Inc. (Create CX) — Fractional CX Manager

Mar 2025 - Sep 2025

Fractional CX consultancy supporting DTC brands across beauty, wellness, apparel, and F&B — including subscription-first clients.

- Directed CX strategy for a portfolio of DTC clients, managing **5,000+** monthly inquiries while sustaining **85%+ CSAT**
- Conducted CX audits across multiple existing brands and built CX infrastructure from the ground up for new brand launches
- Designed SOPs, macros, and CX infrastructure; managed CSRs including hiring, training, scheduling, and timecard approval
- Configured Gorgias end-to-end and implemented Siena AI across multiple client brands, achieving automation rates of **40-65%** through self-service deflection
- Owned client relationships end-to-end, meeting weekly to review KPIs, surface trends, and align on priorities

#### Juice Beauty — Customer Experience Manager

Apr 2024 - Feb 2025

\$100M+ vegan skincare and beauty brand operating across DTC subscription, Amazon, and Ulta channels.

- Reported to the GM of Digital & E-Commerce, owning CX Operations across DTC, subscriptions, Amazon, and Ulta, including CRM administration, SOPs, VoC reporting, and operational performance
- Led the migration from Outlook to Gorgias, designing workflows, automations, macros, reporting, and help center infrastructure, reducing ticket volume by **14%** and first response time by **37%**
- Built executive reporting dashboards tracking ticket volume, CSAT, response times, automation, and customer trends to surface insights and support cross-functional decision making
- Managed and coached an in-house CX Lead through performance reviews and training
- Maintained **91% CSAT (4.56/5)** and drove a **16%** ticket automation rate through process improvements and self-service optimization

#### New Theory Ventures — Customer Experience Manager

Jun 2020 - Oct 2023

Venture fund and operator supporting women-led and diverse consumer brands.

- Reported to the VP of E-Commerce, building end-to-end CX infrastructure for GXVE Beauty by Gwen Stefani and SELF/ish Skin, including Gorgias, omnichannel support (including TikTok Shop SLA management), help center, SOPs, and BPO management
- Oversaw an offshore BPO CSR team through training, coaching, performance reviews, and QA, maintaining **sub-10-hour FRT** and **90% CSAT** across both brands; sourced, interviewed, and onboarded the BPO vendor, owning the relationship end-to-end
- Produced weekly and monthly VoC and Customer Support metrics reporting to inform cross-functional decisions, surfacing product defect trends that drove packaging and shipping improvements
- Served as Trust & Safety escalation point for all adverse reaction reports across both brands, managing each case end-to-end

## EARLIER EXPERIENCE

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### **ZipRecruiter — Trust & Safety Associate II**

**2019 - 2020**

*AI-driven employment marketplace, one of the largest job platforms in the US.*

- Reviewed high volumes of employer accounts and postings, using internal and external resources to authenticate holders, detect fraudulent activity, and protect job seekers from data harvesting and platform misuse
- Interviewed job posters and conducted content moderation to ensure policy compliance, removing non-compliant listings including discriminatory, misleading, or prohibited content

### **Uber — Investigator II, Trust & Safety Investigations**

**2014 - 2018**

*Global rideshare and delivery platform operating in 70+ countries.*

- Investigated high volumes of business-critical Trust & Safety cases, including assault, accidents, severe injury, and fatalities, conducting structured interviews and exercising sound judgment on complex, high-stakes matters
- Partnered with Legal, Comms, Claims, and Insurance to drive policy-compliant resolutions, leveraging GPS and platform data to render final access decisions for riders and drivers

### **Delta Air Lines — Flight Attendant**

**2011 - 2013**

*Major global airline operating 10+ aircraft types across domestic and international routes.*

- Executed safety and security procedures, including emergency response protocols and regulatory compliance, across 10+ aircraft types on domestic and international routes
- Delivered high-touch customer service across a range of cabin configurations and flight lengths, from short domestic hops to long-haul international routes

### **Compass Airlines (Delta Connection) — Flight Attendant**

**2007 - 2011**

*Delta Connection regional carrier operating 76-passenger, two-class regional jets across North America.*

- Maintained safety and security standards, including emergency response and regulatory compliance, across 76-passenger regional jets on domestic and international North American routes
- Provided attentive, efficient customer service as part of a compact cabin crew on regional jets, supporting high-frequency, quick-turn flights across North America