

AJ Musselman

Customer Experience Leader

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SUMMARY

CX operations leader with 12 years of experience in CX, currently scaling customer experience across the Ü Snacks portfolio at Grüns. Previously built CX from the ground up as a fractional operator at Create CX, running support for 5 DTC brands concurrently; headed the CX function at \$100M+ Juice Beauty; and stood up CX for celebrity-backed brands like GXVE Beauty by Gwen Stefani from stealth pre-launch. Roots in frontline Community Operations and Trust & Safety at early Uber. **Gorgias Certified Admin** and **Gladly Team Manager Certified**.

AREAS OF EXPERTISE

CX Operations & Scaling Stood up and scaled support functions from pre-launch to enterprise across DTC, Amazon, TikTok Shop, and retail

Industries Consumer brands in beauty, wellness, apparel, and functional beverages, with a focus on subscription-first DTC

Celebrity & Founder-Led Brands Built and ran CX for celebrity-founded and founder-led brands, including GXVE Beauty by Gwen Stefani and Chris McMillan Hair

BPO & Vendor Management Sourced, onboarded, and managed offshore BPO teams; owned performance, business reviews, and invoice audits

Helpdesk Implementation Gorgias and Gladly certified; migrated a \$100M+ brand from Outlook to Gorgias, cutting tickets 14% and FRT 37%

AI & Automation Implemented Siena AI across multiple brands at 40–65% automation with intent mapping and escalation logic that protects CSAT

Quality & Voice of Customer QA frameworks, coaching programs, and VoC reporting that drove product, packaging, and shipping fixes

Trust & Safety 4 years of Trust & Safety investigations at Uber and ZipRecruiter, plus adverse-event escalation ownership for consumer brands

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 · ChatGPT · Notion · Articulate 360 · DataGrail

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.

- Owned and scaled customer support for **5 DTC brands concurrently**, including DYLAN LEX and Chris McMillan Hair, authoring SOPs, ticket taxonomy, and on-brand macro libraries while managing a combined **5,000+ monthly inquiries** and sustaining **4.3+/5 CSAT**
- Conducted CX audits and rebuilt CX infrastructure for additional brands, implementing Gorgias rules, automations, and help center workflows before handing off to in-house teams
- Managed **3 Philippines-based direct reports**, owning performance management, coaching, timecard approvals, and escalations
- Set CX AI strategy across client brands, identifying automation opportunities and **implementing Siena AI** with tailored personas, guardrails, and intents, and owning Siena QA, achieving **40–65% ticket automation**
- Partnered with clients (often founders) as their CX advisor, leading weekly KPI reviews and recommending operational priorities

Juice Beauty — Customer Experience Manager

Apr 2024 – Feb 2025

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

- Owned the CX function end-to-end, running email, phone, and social support across DTC, subscriptions, Amazon, and retail while managing and coaching an in-house CX Lead
- Cut **ticket volume 14%** and **first response time 37%** by migrating from Outlook to Gorgias, configuring rules, tagging taxonomy, and workflows, authoring the macro library, and implementing a robust help center and reporting
- Drove ticket automation **from 0% to 16% in 10 months (vs. a 12% Gorgias merchant average)** while sustaining **4.56/5 CSAT** through workflow optimization and self-service improvements
- Built the monthly CX performance and VoC report for the C-suite, tracking productivity, CSAT, and automation alongside top contact drivers that guided help center and self-service priorities
- Owned subscription continuity through OOS events via Yotpo (proactive alternatives, subscriber profile updates, restock swap-backs) while expanding into E-Commerce Operations to cover the E-Commerce Growth Manager's month-long absence, running GWP automations, site-wide sale activation, and Shopify promo updates

New Theory Ventures — Customer Experience Manager

Jun 2020 – Oct 2023

Venture fund and operator behind GXVE Beauty by Gwen Stefani and SELF/ish Skin.

- Built and led the CX function end-to-end across both brands, defining the support channel mix at launch and implementing Gorgias from scratch (rules, tagging taxonomy, and an on-brand macro library) alongside the help center, SOPs, and BPO management
- Oversaw a LatAm-based BPO CSR team through training, coaching, and QA, sustaining a **4.65/5 CSAT** while averaging **sub-7-hour first response** and **sub-14-hour resolution** across tenure
- Owned vendor performance across a **\$100K annual BPO budget**: sourced, evaluated, and selected the BPO partner for CFO approval, onboarded the team, led bi-weekly business reviews, and conducted agent performance reviews
- Delivered weekly and monthly VoC and Customer Support metrics reporting to inform C-suite and cross-functional decisions, surfacing product defect trends that drove packaging and shipping improvements and hourly ticket-inflow analysis that informed workforce and coverage planning
- Co-managed the GXVE brand ambassador program with the VP of Social Selling, scaling membership from **0 to 1,700 in 15 months** and owning all ambassador support, including applicant vetting, onboarding, order issues, and account troubleshooting; served as a brand voice on @gxvebeauty, handling DM and Instagram Stories engagement and support
- Served as Trust & Safety escalation point for all adverse reaction reports across both brands, managing each case through resolution

EARLIER EXPERIENCE

ZipRecruiter — Trust & Safety Associate II

2019 – 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
- Interviewed job posters and conducted content moderation to ensure policy compliance, removing non-compliant listings including discriminatory, misleading, or prohibited content

Uber — Community Operations

2014 – 2018

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

- Investigated 30–40 business-critical Trust & Safety cases weekly, 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

Incident Response Representative & Social Media Support | 2015 – 2017

- Conducted investigations for Trust & Safety incidents, including assault, discrimination, and vehicle accidents
- Joined Uber's first in-house social media support team while carrying concurrent incident response casework, handling ~100 social interactions daily; piloted Uber Eats social support as a 2-person team
- Owned social escalations directed to the CEO, managing each through resolution, authoring post-mortems delivered to the CEO, and coordinating with Executive Community Relations

Community Support Representative | 2014 – 2015

- Responded to high volumes of customer support inquiries via email, averaging 20 tickets per hour (800/week)