

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 (acq. Unilever) — CX Operations Manager

Oct 2025 - Present

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

- Leading CX operations for the Ü Snacks product portfolio (Grüns, Nütrops, Jüced, and Immün), 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.

- Owned and scaled CX operations for **5 DTC brands concurrently**, including DYLAN LEX, building SOPs, macros, and ticket taxonomy while managing a combined **5,000+ monthly inquiries** and sustaining **85%+ CSAT** across the portfolio
- 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 the full CSR lifecycle, from hiring and training to performance management and escalations
- Configured Gorgias and **implemented Siena AI** across multiple client brands, achieving **automation rates of 40-65%**
- Maintained relationships with clients (often founders), 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.

- Served as the sole CX leader, reporting to the GM of Digital & E-Commerce and owning all 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
- Drove a **16% ticket automation rate** while sustaining **91% CSAT (4.56/5)** through workflow optimization and self-service improvements

New Theory Ventures — *Customer Experience Manager*

Jun 2020 - Oct 2023

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

- Built and led the CX function end-to-end across GXVE Beauty by Gwen Stefani and SELF/ish Skin, reporting to the VP of E-Commerce and owning Gorgias, omnichannel support, help center, SOPs, and BPO management
- Coordinated the GXVE brand launch through stealth pre-launch, reporting directly to the C-Suite
- 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
- Co-managed the brand ambassador program with the VP of Social Selling, scaling membership from **0 to 1,700 in 15 months**; owned all ambassador support, including applicant vetting, onboarding, order issues, and account troubleshooting
- 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 through resolution

EARLIER EXPERIENCE

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