

AJ Musselman

Customer Experience Operations 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 beverage, 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 Certified Admin and Gladly Team Manager Certified; migrated a \$100M+ brand from Outlook to Gorgias, cutting ticket volume 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

PROFESSIONAL EXPERIENCE

Grüns (acq. Unilever) — Customer Experience Operations Manager

Oct 2025 – Present

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

Create CX — Fractional Customer Experience Manager

Mar 2025 – Sep 2025

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

- Owned and scaled customer support for **5 DTC brands concurrently**, including DYLAN LEX and Chris McMillan Hair, 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 **3 Philippines-based direct reports**, owning performance management, coaching, timecard approvals, and escalations
- Configured Gorgias and **implemented Siena AI** across multiple client brands, achieving automation rates of **40–65%**
- 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 Ulta channels.

- Headed the Customer Experience (CX) function, owning all CX operations across DTC, subscriptions, Amazon, and Ulta, while managing and coaching an in-house CX Lead
- Cut **ticket volume 14%** and **first response time 37%** by migrating from Outlook to Gorgias and implementing a robust help center, designing workflows, automations, macros, and reporting
- Drove ticket automation **from 0% to 16% in 10 months (vs. a 12% Gorgias merchant average)** while sustaining **91% CSAT (4.56/5)** through workflow optimization and self-service improvements
- 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 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, owning Gorgias, omnichannel support, help center, SOPs, and BPO management
- Oversaw a LatAm-based BPO CSR team through training, coaching, and QA, sustaining a **93% CSAT (4.65/5)** while averaging **sub-7-hour first response** and **sub-14-hour resolution** across tenure
- Owned vendor performance across a **\$100K annual BPO budget**: sourced, interviewed, and onboarded the vendor, led bi-weekly business reviews, and conducted agent performance reviews
- Produced weekly and monthly VoC and Customer Support metrics reporting to inform executive 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 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
- 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)

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 · DataGrail