

# 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 & People Leadership | BPO Management | 3PL & Vendor Management | AI & Support Automation | Escalation Management          |
| Voice of Customer        | QA Frameworks  | SOP Design              | CRM Implementation      | KPI & Performance Reporting    |
|                          |                |                         |                         | Cross-Functional Collaboration |

### TOOLS & SYSTEMS

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

### 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 portfolio (Grüns, Nütrops, Jüced, and Immün)

#### 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.*

- Headed the CX function, reporting to the GM of Digital & E-Commerce and owning all CX Operations across DTC, subscriptions, Amazon, and Ulta, while managing and coaching an in-house CX Lead
- 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
- 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

## 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
- Oversaw an offshore BPO CSR team through training, coaching, performance reviews, and QA, sustaining a **93% CSAT (4.65/5)** while averaging **sub-7-hour first response** and **sub-14-hour resolution** across tenure; sourced, interviewed, and onboarded the BPO vendor, owning the relationship
- 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 and hourly ticket-inflow analysis that informed support 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

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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 — Community Operations

2014 - 2018

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

#### 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 two-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)