

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 help desk platforms 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

Help Desk 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 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
- Cut **ticket volume 14%** and **first response time 37%** by migrating from Outlook to Gorgias and implementing a robust help center (FAQ), designing workflows, automations, macros, and reporting
- 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
- 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, 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, 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 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

ZipRecruiter — *Trust & Safety Associate II*

2019 - 2020

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

- 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

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)