

# Felisha Wirtshafter

## Dynamic Customer Experience, Support, and Operations Leader

Experienced executive with a background in building, scaling, and leading both outsourced and internal customer experience teams at early-stage and hyper-growth companies. Hands-on cheerleader with a passion for developing egoless and compassionate teams, and building world-class performing cultures where employees love to work. Motivated by providing surprisingly delightful interactions that create happy and loyal customers.



view the interactive version of my resume at [heyfelisha.com](https://heyfelisha.com)

## Competencies and Expertise

- Leading internal and outsourced customer experience teams
- Designing, hiring, and leading large in-person and remote teams within highly engaged and performing cultures
- Experience in early-stage and growth environments
- Overseeing and building training and knowledge resource development from the ground up
- Customer-focused product and UX architecture
- Creation and leadership of new teams and strategy
- Cross-functional departmental understanding and relationship building from intern to C-Level
- Change management design and implementation

## Work Experience

**OpenSea** October 2021 to Current  
Director of Customer Experience

*Time Magazine's Top 100 most influential company of 2022 and the first and largest web3 marketplace for NFTs.*

- Managed and scaled Customer Experience department from 10 to 160+ people within 6 months, including Internal CX agents, Outsourced BPO, Training, Knowledge Management, Quality Assurance, and Product Ops and Analytics teams
- Launched outsourced BPO partnership from 0 to 130 agents through negotiating contract, building training and quality programs, managing the launch project, and overseeing all day to day responsibilities. Resulting in global 24/7 support and on average 60k tickets solved per month
- Revamped BPO and internal forecasting process, saved \$1.6M per year and decrease our cost per ticket solved by 50%, while still improving key support metrics
- Reduced 40k ticket backlog to 0, while improving company first response time from 35 days to less than 6hrs and resolution time from 28 days to less than 3 days
- Increased CSAT from 40% to 87%, and an agent QA score of 98% by building and implementing a quality program
- Assisted in launch of multi-language support and company internationalization efforts, offering 7 languages
- Owned Zendesk experience, recreating help center (averaging over 2.5 million views per month), automation flows, ADA bot, and submission form that led to reduction in tickets and higher quality data
- Led the migration from Zendesk to Intercom for all customer interactions by importing over 1 million tickets, designed conversation workflows for every type of customer inquiry, added 500+ macros, created and facilitated agent trainings, built 100 data reporting dashboards, re-built our automated theft detection emails, imported and redesigned our Help Center

**Gorillas** May 2021 to October 2021  
Head of Customer Experience, US

*Germany's fastest ever unicorn company. Groceries at retail prices, delivered in 10 minutes.*

- Sat on US Management Team and hired pre-launch to oversee and build US CX department as company geared up for hyper-growth in the US market with a goal of hiring over 100 in-house CX roles
- Recruited, hired, and trained high-performing CX reps within eight weeks, reducing live chat first responses to 47 seconds from 30 minute global average
- Created and owned all training, coaching, forecasting and budgeting, data and analytics, SOP documentation, career progression pathways, and any additional elements needed to run the department
- Chosen by Head of US to lead weekly company all-hands meeting and set the tone for an engaging work culture
- Led global Zendesk launch, building 30+ automations for optimized live-chat routing, over 300 macros, and nearly 2000 tags for data reporting purposes
- Launched the Voice of Customer program that allowed all departments to gather actionable customer feedback
- Laid off with the majority of US employees as part of an organizational restructuring to focus growth on the EU market

## **Better Mortgage**

Head of Written Communications (CX)

April 2020 to May 2021

*One of the fastest growing home ownership startups in the country, having grown 3.5x year-over-year and funding over \$4 billion in mortgages a month.*

- Launched and managed Better's CX live chat platform and email communications team (15 employees), completing 11k avg customer interactions monthly, resulting in a consistent 95% CSAT score
- Improved email response times from 26 hours to 45 minutes and reduced chat response times from 3 minutes to 41 seconds through workflow optimization and efficiency training initiatives within three months
- Streamlined workflows by implementing 100+ macros, utilizing chatbots for triage, and prioritizing inquiries based on urgency
- Invested in agent training to enhance skills, such as typing speed, communication and product knowledge, while proactively analyzing chat data to identify and address process bottlenecks
- Worked closely with Operations, Product, Marketing and Analytics leadership to develop features as needed using data driven insights

## **Barkly Pets**

Head of Customer Experience

February 2018 to April 2020

*An online dog walking marketplace, and the best place to find independent, professional dog walkers.*

- Increased agent utilization rate by 50% by implementing Zendesk, a scalable customer support ticketing system and automated ticket routing based on agent expertise and workload. Dynamically adjusted resource allocation to prioritize urgent tickets, maintaining quality service amidst increasing inquiries. Utilized analytics to identify trends and optimize system for enhanced scalability and effectiveness.
- Reduced needed agent touches by 60% by implemented scalable self-service knowledge base, containing FAQs, troubleshooting guides, and tutorials to empower customers. Reduced reliance on support agents for routine inquiries, enabling quick and efficient issue resolution. Continuously updated and expanded knowledge base to cover wider topics, accommodating growing volume of inquiries.
- Leveraged actionable, data-driven insights to elevate CX standards, consistently achieving an outstanding NPS score of 72 or above quarter-over-quarter
- Recruited, mentored, and developed a customer-centric team of over 300 members, fostering a culture of excellence and dedication to exceeding customer expectations
- Drove a culture of conscious and sustainable improvement internally and as a brand
- Worked closely with founders to align on product launches by creating content that educated customers about the product, including UI copy, transactional emails, product release communication, and support messaging

## **Squarepace**

Quality Assurance

February 2015 to February 2018

*A leading all-in-one website building and e-commerce platform that enables millions to build a brand and transact with their customers in an impactful and beautiful online presence.*

- Monitored and reviewed 100+ weekly customer interactions to assess agent performance and adherence to departmental quality standards
- Evaluated interactions based on predefined criteria such as accuracy, workflow, customer satisfaction, company voice and ethos
- Audited existing policies to ensure continuing relevance and practicality
- Provided feedback and coaching to 25 agents to enhance their skills and performance
- Identified training needs and collaborated with management to develop targeted training programs
- Maintained detailed records of evaluations to track trends and provide insights for improvement
- Compiled quality data to produce biweekly and monthly reports for department managers

## Personal Projects

### **House of CX**

[www.houseofcx.com](http://www.houseofcx.com)

Owner

*An online publication dedicated to sharing best practices in Customer Experience, both from my personal opinions as well as other leaders in the space. I research, write, conduct interviews and design all of the stories shared.*

## Educational Background

### **Virginia Commonwealth University**

Bachelor's degree in Creative Advertising

2014