

# CHRIS MELSON

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## EXECUTIVE | OPERATIONAL ARCHITECT | STRATEGIC OPERATOR

Ensure Strategy Survives Contact with Reality

Bridge critical gap between boardroom strategy and technical execution via rare 'Tri-Modal' leadership capability. Act as universal translator across business through unique combination of financial discipline of an MBA, technical depth of Computer Science background, and battle-hardened resilience of LSEG veteran. Architect and steer operations to eliminate incoherence, ensuring high-stakes vision materializes into scalable, reliable reality.

Target Operating Model (TOM) Design | Organizational Transformation and Change Management | Post-Merger Integration (PMI) | Global P&L Management and Cost Optimization | AI Strategy and Agentic Workflow Governance | Technical Due Diligence | Data Strategy and Data-Centered Operating Models | Digital Transformation and Cloud Migration | Enterprise Risk Management (ERM) | Regulatory Compliance and Governance (DORA / GDPR / MiFID II) | Operational Excellence and Process Optimization | Cybersecurity Strategy and Zero Trust | Strategic Performance Management and KPI Development

### Professional Experience

**LONDON STOCK EXCHANGE GROUP**, Saint Louis, MO

**Head of FX Operations Programs and Strategy**

Oct 2023 - Nov 2025

Reported to Chief Operations Officer (COO) of FX. Recruited to Executive Steering Committee (SteerCo) to salvage "FXI," a distressed \$80M migration initiative with oversight of 1k+ matrixed stakeholders and associated support staff. Scope expanded to include global FX organizational restructuring, bridging critical gaps between Sales, Engineering, and Product to eliminate "Shadow Support" dependencies and drive regulatory compliance.

- Led forensic audit of FXI program revealing critical "Equities Mismatch" (incompatibility with 24 / 5 FX markets) and \$2M / month burn rate, overcoming "Sunk Cost" paralysis to secure Board authorization to terminate the initiative, preserving est. \$36M - \$50M in future CapEx / OpEx waste.
- Extracted and stabilized the viable NDF venue from the collapsing program by implementing 150+ manual "Run Actions" to compensate for missing tooling, ensuring zero regulatory breaches Monetary Authority of Singapore (MAS) and continuity for a live revenue-generating asset.
- Eliminated "Shadow Support" culture by upgrading technical support capabilities to repatriate est. 30% of Sales capacity previously lost to troubleshooting, mitigating est. \$1.3M+ in revenue risk while reducing non-code tickets reaching Engineering by 90%.
- Engineered Zero Trust support architecture utilizing proprietary Identity Emulation in Azure environment to solve observability deficit in regulated trading support, enabling "Read-Only" operational oversight without violating strict data privacy laws, ensuring full compliance with EU DORA and GDPR resilience mandates while maintaining high-touch service.
- Resolved "CSAT Paradox" (high scores masking institutional dissatisfaction) by abandoning generalist model for specialized "Venue / API" and "Desktop / UX" verticals, achieving "Zero-Cost Restructure" by redeploying engineering budget to hire venue-competent talent.
- Led operational product strategy for FXall-to-Workspace Software as a Service (SaaS) migration targeting 10k+ institutional users, unlocking commercial potential of previously free legacy base by enabling upsell to \$1.2k per month flagship data and trading solution.
- Designed strict governance architecture for "Agentic Operating Model" transition, implementing tiered routing logic that diverted 25% of low-value "noise" to AI self-service, redeploying time savings to reduce speed of response from 15+ minutes to under 60 seconds.

**LONDON STOCK EXCHANGE GROUP (FORMERLY REFINITIV)**, Saint Louis, MO

**Director, Global Trading Systems Support**

Nov 2020 - Oct 2023

Selected by Chief Customer Operations Officer (CCOO) reporting to Group Leader of Capital Markets Operations (CMO) tasked with stabilizing distressed 200+ Full-Time Equivalency (FTE) global trading organization (P&L 8M+), suffering from "Hero Culture", decentralized IT, 10k+ monthly customer chargebacks, 40% attrition, and complete leadership vacuum.

- Recruited elite leadership team to resolve critical management vacuum, driving cultural turnaround that reversed attrition from 40% to 6%, recovering \$1M+ in annualized productivity previously lost to training ramp-ups while elevating staff engagement to 85 (Top Tier Glint).
- Architected strategic exit of NEST trading vertical, securing executive authorization to divest zero-margin asset by demonstrating that remediation of "Shadow IT" and brand risks would require 3x annual revenue investment with a prohibitive 10+ year ROI.
- Diffused critical "Compliance Bomb" by migrating 100% of sensitive trade operations from illicit off-channel platforms (WhatsApp / WeChat / email) to auditable Service Cloud ecosystem, mitigating regulatory exposure estimated between \$2M fines and potential venue closure.
- Replaced subjective, reputation-based prioritization model with objective data-driven Customer Relationship Management (CRM) framework, introducing purpose built Key Performance Indicators (KPIs) Mean Time to Acknowledge (MTTa) and Mean Time To Respond (MTTr), driving MTTr from 300m to less than 20m and MTTa from 150m to less than 10m.
- Engineered automated governance layer using Microsoft Power Apps to enforce "Four-Eye Checks," eliminating ~\$120k in annualized operational write-offs by reducing trade execution failures to near-zero while establishing immutable audit trails for compliance.
- Designed and executed global "Hub Strategy" consolidating fragmented teams from 13 disparate locations into regional Centers of Excellence, optimizing Business Continuity Planning (BCP) and centralizing talent development to create a resilient operational footprint compatible with LSEG's Risk Appetite.

**REFINITIV (FORMERLY THOMSON REUTERS)**, Saint Louis, MO

**Director, Technical Specialists**

**Jul 2017 - Nov 2020**

Reported to Global Head of Technical and Trading Support with P&L accountability for \$4.5M budget. Led operational transformation of 110+ person technical organization supporting 40,000 Data & Analytics users during the \$20B Blackstone carve-out.

- Orchestrated strategic transformation from reactive "break-fix" to proactive "Managed Services" model, optimizing organizational structure to reduce annual operating costs by ~31% (\$1.4M) while simultaneously enhancing service delivery capabilities.
- Spearheaded Customer Experience (CX) strategy that vaulted Customer Satisfaction (CSAT) scores from low 60s to low 90s by instituting standardized leadership coaching and accountability frameworks (1:1s, career pathing) to professionalize the "Talent Layer."
- Bridged critical "Integration Gap" between legacy Thomson Reuters infrastructure and standalone Refinitiv entity during \$20B Blackstone carve-out, executing operational workstreams that ensured zero disruption for 40,000 global Data & Analytics users.
- Commanded end-to-end Major Incident Management for high-frequency trading clients during critical outages, leading executive-level "Post-Incident Reviews" to restore trust and mitigate reputational damage in latency-sensitive markets.
- Engineered "Tri-Modal" talent retention strategy that maintained elite staff engagement and minimized annualized attrition to 4% (significantly below 10%+ company average) during a period of aggressive corporate restructuring and COVID-19 exits.

**THOMSON REUTERS**, Saint Louis, MO

**Technical Specialist Manager - Trading (Enterprise)**

**Aug 2012 - Jul 2017**

Reported to Director of Technical Specialists leading 27 FTEs. Managed critical support infrastructure for 10k global market data delivery fan-out devices.

- Pioneered organization's first global "Follow-the-Sun" support model, dismantling regional silos to establish unified 24/7 capability that eliminated after-hours shift premiums for ~30 global staff while ensuring seamless continuity for Tier-1 banking clients.
- Spearheaded service delivery transformation by engineering automated deployment framework (HPE iLO / Rundeck) for 10,000 global devices, eliminating necessity for physical server dispatches to realize estimated ~\$10M in operational savings.
- Directed specialized engineering unit focused on Thomson Reuters Enterprise Platform (TREP) / Reuters Market Data System (RMDS) market data architecture, enabling efficient fan-out of real-time data to thousands of downstream applications to meet exponential volume growth driven by algorithmic trading.
- Engineered backlog elimination strategy driven by novel Mean Time to Close (MTTC) metric, driving 83% reduction in daily open issue volume (300 to less than 50).

**THOMSON REUTERS (FORMERLY REUTERS)**, Saint Louis, MO

Prior Roles: **Customer Support Team Manager (Open Systems)** | **Open Systems Engineer** | **Escalation Engineer** | **Senior Technical Support Specialist** | **Technical Support Specialist**

#### **Education**

**Master of Business Administration (MBA)**, Webster University, Saint Louis, MO

**Bachelor of Science (BS)**, Computer Science, Webster University, Saint Louis, MO

**Bachelor of Art (BA)**, Management, Webster University, Saint Louis, MO

**Associate of Technology (AT)**, Computer Networking, Ranken Technical College, Saint Louis, MO