

# Case Study

## Enabling Enterprise-Scale POS Rollout Through a Dedicated Flex Team

How Golden Technology Delivered Cross-Functional Product &  
Design Leadership for a Fortune 50 Grocery Retailer



# Client Overview

A Cincinnati-based Fortune 50 grocery retailer launched a multi-year Next Generation POS (NGPOS) modernization initiative to replace its legacy third-party IBM/Toshiba system — representing over **\$1B in annual operating cost**.

Following successful development of version one of the platform and deployment to the first live store, the organization entered a critical new phase: **Rollout Enablement at enterprise scale**.

To support this next stage, Golden Technology deployed a dedicated Flex Team composed of Product Managers and Product Designers aligned to the POS modernization program.



# The Business Challenge

Modernizing a POS system at this scale is not simply a software project — it is a **transformation initiative impacting thousands of stores, associates, and customers.**

## Enterprise-Level Challenges

- Scaling from 1 successful store deployment to thousands
- Managing unique store-level configurations without hard-coded deployments
- Coordinating across 150–200+ contributors, including internal teams and large consulting partners
- Maintaining business-first prioritization inside a consultancy-heavy environment
- Protecting projected billion-dollar savings from execution risk

## The Real Complexity: Scaling

While version one proved the platform could function, the real complexity emerged in scaling:

Moving from 1 → 10 → 100 → **enterprise-wide rollout** required automation, governance, hybrid cloud coordination, and cohesive product strategy.

Without the right delivery model, the initiative risked:

- Configuration drift between stores
- Slowed deployment velocity
- Missed modernization milestones
- Delayed realization of projected savings

# Golden Technology's Solution: The Flex Team Model

Golden Technology deployed a cross-functional Flex Team purpose-built for POS modernization.

Rather than placing isolated individual contributors, Golden delivered:



## Product Managers

Across Retail Operations and Data Platforms



## Product Designers

Supporting POS rollout UX and data visualization



## Domain Expertise

Professionals with direct POS modernization, retail operations, and enterprise platform experience



## Integrated Collaboration

Within the retailer's SAFE agile framework

# Why the Flex Team Model Was Critical

## 1 Integrated Team Delivery


Golden did not simply fill requisitions — the team was structured to operate cohesively across product, design, and platform enablement functions from day one.

## 2 Business-Aligned Representation

Flex Team members operated as stable extensions of the retailer's organization, ensuring company priorities remained central while working alongside large consulting firms.


## 3 Flexible Scaling on Project Phase

As the initiative evolved, so did engagement needs:



**Build Phase**

Product lifecycle leadership and UX strategy



**Rollout Phase**

Infrastructure enablement and configuration automation



**Scale Phase**

Governance, prioritization frameworks, and enterprise deployment strategy

The engagement structure allowed the client to scale resources without sacrificing alignment, quality, or cost efficiency.

# Technical Scope & Capabilities

The Rollout Enablement domain required sophisticated hybrid cloud orchestration.

## Hybrid Infrastructure Environment

- Microsoft Azure supporting centralized cloud services
- Google Cloud-based in-store "mini data center" architecture enabling offline store operation
- Platform engineering and DevOps provisioning to enable application teams

## Rollout Enablement Focus

Key areas of impact included:

- Identifying store-specific configuration challenges
- Designing automated configuration capabilities to prevent hard-coded deployments
- Establishing phased scaling roadmap: 1 → 10 stores → 10 → 100 stores → Enterprise-wide rollout

This shift from "build" to "scale" required disciplined milestone prioritization, structured product governance, and cross-team coordination across a 150+ person program.

# Outcomes & Business Impact

**\$1B**

Projected Annual Savings

By replacing third-party POS licensing costs

**150+**

Program Contributors

Coordinated across internal teams and consulting partners

**v1**

NGPOS Milestone

Successful completion and first live store deployment

## Enterprise Milestone Achievement

- Successful completion of NGPOS v1
- First live store deployment
- Executive-level board demonstration delivered
- Strong feedback from leadership and associates

## Scalability Improvements

- Automated configuration capability to reduce rollout friction
- Clear scaling framework from pilot store to enterprise
- Improved deployment repeatability
- Reduced risk of store-level inconsistencies

## Financial & Strategic Impact

Leadership has indicated savings may:

- Improve profitability
- Potentially support competitive pricing advantages in market conditions

Beyond cost reduction, the modernization strengthens the retailer's ability to compete with digital-first grocery players and operate with greater infrastructure control.

# Why This Matters



Enterprise retailers modernizing core systems face a predictable inflection point:

The build phase proves capability.  
The rollout phase determines success.

Golden Technology's Flex Team model demonstrates how:

## Rapid Deployment

Cross-functional product and design leadership can be deployed rapidly

## Phase-Adaptive Structure

Engagement structures can flex based on project phase

## Business Alignment

Business alignment can be maintained within large consulting ecosystems

## Risk Reduction at Scale

Enterprise rollout risk can be reduced at scale

For organizations undertaking high-impact retail modernization initiatives, a flexible, team-based delivery model provides both **velocity and stability** — protecting projected ROI while enabling long-term transformation.