

White Castle modernizes a complex, multi-division business with Infor CloudSuite Food & Beverage and Everforth Apex

A prescriptive, phased cloud migration delivers faster financial close, improved traceability, and a unified platform for a uniquely complex food and beverage operation



Overview

White Castle is one of America's most iconic restaurant brands, and far more than just a restaurant company. It operates simultaneously as a quick-service restaurant (QSR) chain, a consumer packaged goods (CPG) manufacturer, and a food production business with its own bun and meat patty plants. Holding that complexity in a single, unified platform required the right technology and the right partners.

White Castle chose Infor™ and implementation partner Everforth Apex to migrate to the cloud with Infor CloudSuite™ Food & Beverage, completing the initial phase of its transformation journey in under 11 months and on budget. The company credits that outcome to the strength of the partnership between White Castle, Infor, and Everforth Apex.



Challenge

White Castle needed to replace a decades-old mainframe system and surrounding ecosystem of custom-built software with a unified, cloud-based enterprise resource planning (ERP) system capable of supporting its restaurant, CPG, and manufacturing operations—all while maintaining the traceability standards its consumer-facing business demands.



Infor solution

White Castle implemented Infor CloudSuite Food & Beverage in close collaboration with Infor and in partnership with Everforth Apex, beginning with financial operations and reporting before expanding to manufacturing.



Outcome

White Castle completed the initial phase in under 11 months and on budget, achieving a clean cutover from its legacy mainframe. The company reduced financial close from seven days to four, cut reporting timelines by 50%, and eliminated the overnight data center operations that had defined its information technology (IT) footprint for decades.

Challenge



A uniquely complex business outgrowing a decades-old system

White Castle had spent years adding layers of custom-built software to extend the life of an aging mainframe. The architecture had reached its limits. The legacy system's batch processing model led to long financial close cycles, manual period-end journal entries, and round-the-clock data center staffing. Finance teams reconciled transactions by hand at period-end, and overnight IT coverage had become a permanent fixture of the company's operating model.

Traceability carried significant challenges as well. White Castle produces its own buns and meat patties for both its restaurants and retail grocery channels. Selling under its own brand in those channels means full ingredient-to-finished-good traceability is a regulatory and brand-protection necessity, and the existing system made that traceability both labor-intensive and, at times, unreliable.

After evaluating four ERP platforms, White Castle selected Infor for its ability to handle the full complexity of a restaurant, CPG, and manufacturing business under one roof. That selection set the terms for everything that followed: success would require a true partnership rather than a standard vendor relationship.

Infor solution



A phased, partnership-driven implementation built to absorb complexity

White Castle structured its migration into two phases. The initial phase established the financial foundation, payroll infrastructure, and reporting capability. The manufacturing phase, targeted for later this year and through the next, will bring manufacturing and retail onto the platform, completing the transition to a single, enterprise-wide system.

The initial phase covered general ledger (GL), accounts payable (AP), payroll, and fixed assets. The move to Infor CloudSuite Food & Beverage eliminated the manual journal entries that finance teams had previously needed to reconcile transactions at period end. Enterprise performance management (EPM) work began late in the initial phase to support stronger financial reporting at go-live and continued building out reporting capability and management visibility through the remainder of that phase.

Everforth Apex was selected as an implementation partner for cultural fit as much as technical capability. White Castle interviewed individual Everforth Apex team members before committing to the engagement, and that approach paid off. The Everforth Apex team became embedded in White Castle's operations, the two organizations functioned as one, and White Castle credits the full three-way alignment between White Castle, Everforth Apex, and Infor as the single most important factor in hitting its timeline.

Ahead of the manufacturing phase, Infor has already embedded a supply chain and demand planning resource directly into White Castle's planning process. White Castle's deliberate strategy of staying close to out-of-the-box functionality throughout the initial phase, combined with Infor's preconfigured, industry-specific processes, kept the project on schedule and laid a clean foundation for the most impactful phase yet.

Outcome

Faster, cleaner, and built for what comes next



A clean cutover and a record financial close

White Castle executed a clean cutover from the legacy mainframe to Infor CloudSuite Food & Beverage without running both systems simultaneously, closing the books for the first period four weeks after go-live and closing year-end just eight weeks after.

Monthly close dropped from seven days to four. Management reporting, which previously took eight to 10 days, came down to five—a meaningful difference at the executive level. When results land on day five instead of day 10, leadership is acting on accurate, complete information at the start of the period rather than waiting until mid-month. That enables faster course corrections, dynamic resource allocation, and a more agile response to what the business is telling them. In a multi-entity operation spanning restaurants, CPG, and manufacturing, that speed-to-insight is a genuine competitive advantage.

The team attributes roughly 75% of the improvement to the system and 25% to process discipline. That split speaks to what a well-executed partnership delivers: a platform capable of driving most of the gains and a team aligned enough to capture the rest. It is the kind of outcome that only happens when the technology, the implementation partner, and the customer are all pulling in the same direction.



Operational efficiency and a leaner IT footprint

The move off the mainframe eliminated round-the-clock data center operations and removed the batch data processing dependencies and manual journal entries that had slowed finance and accounting for years. Staff previously on overnight coverage have been redeployed to higher-value tasks. The cutover happened on a Sunday with people on standby rather than actively working, reflecting the preparation and trust built across teams. For a business as complex as White Castle's, a smooth go-live reflects the quality of work done well before launch day. Without the constraints of batch processing and a siloed mainframe, White Castle is better positioned to pursue automation and artificial intelligence (AI)-assisted operations.

“We went from a solid seven-day close to a four-day close, and reporting getting out to leadership went from eight days down to five.”

Robert Lilienstern
Chief Financial Officer
White Castle



A foundation for traceability and manufacturing

Infor's involvement in the initial phase ensured the supply chain architecture reflected both White Castle's operational needs and best-practice design, with traceability as the primary principle, a critical requirement for a company selling under its own brand in retail grocery.

With the forthcoming manufacturing phase, White Castle will have a single platform spanning its restaurant, CPG, and manufacturing business. Staying close to out-of-the-box functionality means the manufacturing phase will begin with a system that is already stable, understood, and trusted by the people who use it every day. Infor's continuous cloud updates ensure the platform evolves alongside the business, and White Castle and its partners are approaching the manufacturing phase as the next step in a system built to keep improving.

"At the end of this, if you ask me why we were successful, it's because we were able to form a team between our companies. That's why we made it."

"We are able to do things more real time, and we don't have the longer processes of batch processing. It definitely puts us in a better position for AI agents and things to help us with automation."

Susan Carroll-Boser
Chief Information Officer
White Castle

About Everforth Apex Systems

Everforth Apex Systems, part of the Everforth™ Network, is a leading global technology services company specializing in customizable industry-specific solutions that turns digital vision into real-world results. We provide end-to-end services across strategy, transformation, and managed services, with expertise in application development, data, enterprise platforms, cloud and infrastructure, and cybersecurity. Our alliances with leading technology providers enable us to bring cutting-edge capabilities to clients across more than 70 markets in North America, Europe, and India. Everforth Apex is a part of the commercial segment of Everforth™ (NYSE: EFOR).

About Infor

Infor is a global leader in business cloud software products for companies in industry-specific markets. Infor builds complete industry suites in the cloud and efficiently deploys technology that puts the user experience first, leverages data science, and integrates easily into existing systems. Over 67,000 organizations worldwide rely on Infor to help overcome market disruptions and achieve business-wide digital transformation.

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