



Corrective & Preventive Actions for Continuous Quality

September 15, 2026

Global Presence

Top 10

Global Network*

\$5bn

Combined Revenue (2023)

100+

Combined Countries & Territories

400+

Combined Offices & Locations

1,800+

Combined Partners

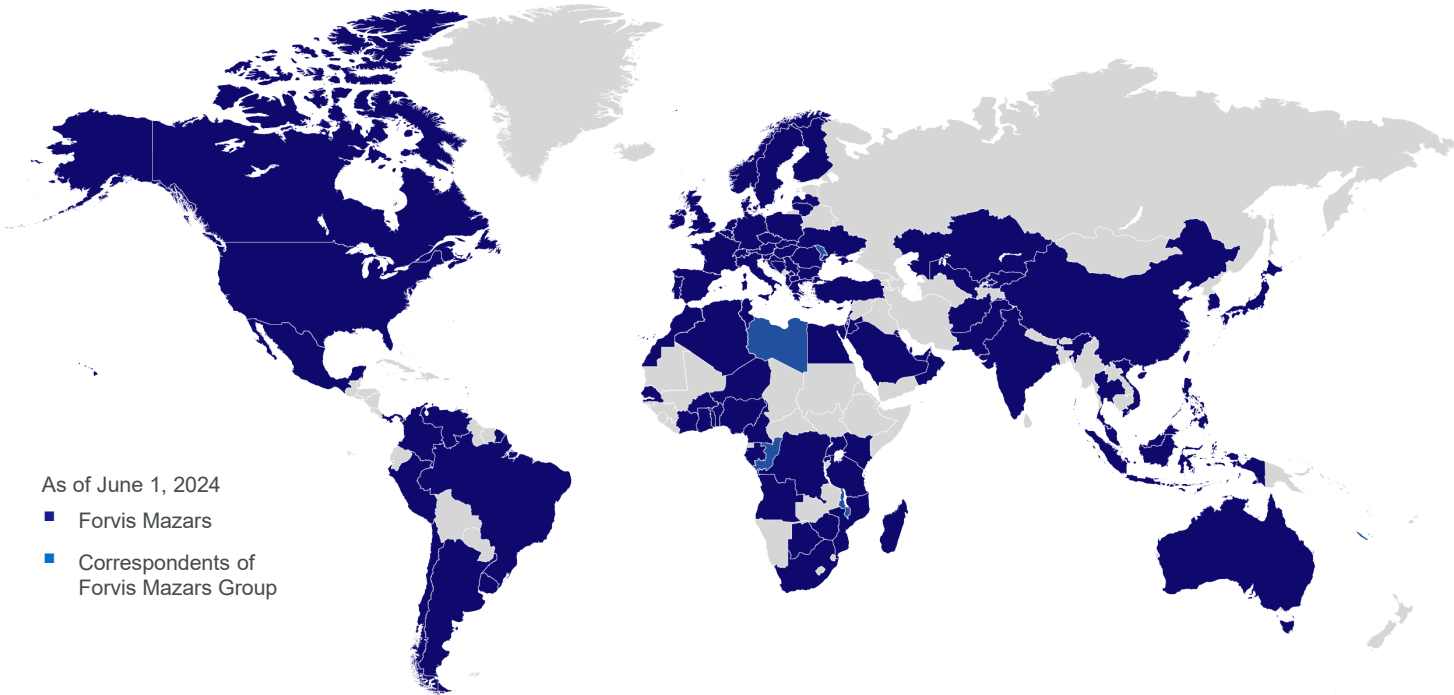
40,000+

Combined Employees

*Source: IAB World Network rankings, based on most recent rankings

2023 revenues: FORVIS \$1.7bn (€1.6bn), Mazars (estimated) \$3bn (€2.8bn)

Forvis Mazars is the brand name for the Forvis Mazars Global network (Forvis Mazars Global Limited) and its two independent members: Forvis Mazars, LLP in the United States and Forvis Mazars Group SC, an internationally integrated partnership operating in over 100 countries and territories.



As of June 1, 2024

- Forvis Mazars
- Correspondents of Forvis Mazars Group

- | | | | | | | |
|--------------------------|--|--------------|---------------|-------------------|----------------|------------------------|
| ■ Afghanistan | ■ Cameroon | ■ Gabon | ■ Kuwait | ■ New Caledonia | ■ Senegal | ■ United Arab Emirates |
| ■ Albania | ■ Canada | ■ Germany | ■ Kyrgyzstan | ■ Niger | ■ Serbia | ■ United Kingdom |
| ■ Algeria | ■ Cayman Islands | ■ Ghana | ■ Latvia | ■ Nigeria | ■ Singapore | ■ United States |
| ■ Angola | ■ Chile | ■ Greece | ■ Lebanon | ■ North Macedonia | ■ Slovakia | ■ Uruguay |
| ■ Argentina | ■ China | ■ Hong Kong | ■ Libya | ■ Norway | ■ Slovenia | ■ Uzbekistan |
| ■ Australia | ■ Colombia | ■ Hungary | ■ Lithuania | ■ Oman | ■ South Africa | ■ Venezuela |
| ■ Austria | ■ Congo | ■ India | ■ Luxembourg | ■ Pakistan | ■ Spain | ■ Vietnam |
| ■ Bahrain | ■ Côte d'Ivoire | ■ Indonesia | ■ Madagascar | ■ Palestine | ■ Sweden | ■ Zimbabwe |
| ■ Belgium | ■ Croatia | ■ Ireland | ■ Malawi | ■ Panama | ■ Switzerland | |
| ■ Benin | ■ Cyprus | ■ Israel | ■ Malaysia | ■ Peru | ■ Taiwan | |
| ■ Bermuda | ■ Czech Republic | ■ Italy | ■ Malta | ■ Philippines | ■ Tanzania | |
| ■ Bosnia and Herzegovina | ■ Democratic Republic of the Congo (DRC) | ■ Japan | ■ Mauritius | ■ Poland | ■ Thailand | |
| ■ Botswana | ■ Denmark | ■ Jordan | ■ Mexico | ■ Portugal | ■ Togo | |
| ■ Brazil | ■ Egypt | ■ Kazakhstan | ■ Moldova | ■ Qatar | ■ Tunisia | |
| ■ Bulgaria | ■ Finland | ■ Kenya | ■ Morocco | ■ Romania | ■ Turkey | |
| ■ Burkina Faso | ■ France | ■ Korea | ■ Mozambique | ■ Rwanda | ■ Uganda | |
| | | ■ Kosovo | ■ Netherlands | ■ Saudi Arabia | ■ Ukraine | |

U.S. Presence

Leading U.S. Firm

\$2.24B

Revenue (FY 2025)¹

77

Markets

31

States

600+

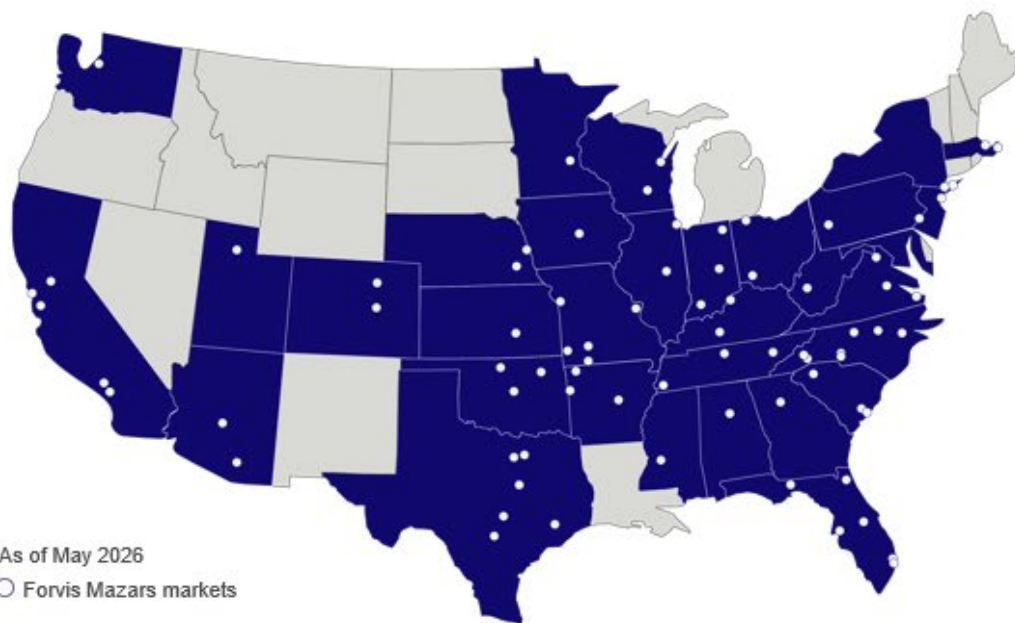
Partners & Principals

7,000+

Employees

84 Net Promoter
Score^{® 2}

("World-Class" Ranking)



Alabama
Birmingham

Arizona
Phoenix
Tucson

Arkansas
Fort Smith
Little Rock
Rogers

California
Irvine
Los Angeles
Sacramento
San Francisco
San Jose

Colorado
Colorado Springs
Denver

Florida
Boca Raton
Fort Lauderdale
Jacksonville
Orlando
Tallahassee
Tampa Bay

Georgia
Atlanta

Illinois
Chicago
Decatur

Indiana
Evansville
Fort Wayne
Indianapolis

Iowa
Des Moines

Kansas
Wichita

Kentucky
Bowling Green
Louisville

Massachusetts
Boston
Brewster

Minnesota
Minneapolis

Mississippi
Jackson

Missouri
Branson
Joplin
Kansas City
Springfield
St. Louis

Nebraska
Lincoln
Omaha

New Jersey
Iselin

New York
Long Island
New York City

North Carolina
Asheville
Charlotte SouthPark
Charlotte Uptown
Greensboro
Greenville
Hendersonville
Raleigh

Ohio
Cincinnati
Toledo

Oklahoma
Enid
Oklahoma City
Tulsa

Pennsylvania
Philadelphia-
Metro Area
Pittsburgh

South Carolina
Charleston
Greenville
Summerville

Tennessee
Knoxville
Memphis
Nashville

Texas
Austin
Dallas
Fort Worth
Houston
San Antonio
Waco

Utah
Salt Lake City

Virginia
Norfolk
Richmond

Washington D.C.
Metro Area

Washington
Seattle

West Virginia
Charleston

Wisconsin
Appleton
Madison

Business Technology Services

Implementing partnerships to propel efficiency and competitive advantage.

Business Technology Services at Forvis Mazars supports your organization with enterprise resource planning, customer relationship management, advanced technology, and managed service solutions. Driven by industry experience and deep process knowledge, we assist organizations through strategic projects, management consulting, co-sourcing arrangements, and managed services — modernizing the platforms, tools, and governance practices that help move your business forward. For nearly three decades we have implemented large-scale digital transformation for multinational, regional, and local organizations. We roll our sleeves up and work alongside you throughout the journey. That is our Unmatched Client Experience®.

SERVICES INCLUDE



Solution Assessment and Selection



Process and Technology Design



System Implementation and Integration



Upgrades, Enhancements, & Automation



Training, Monitoring, & Support



Implementation Project Rescues



Business Intelligence (BI) & Analytics



Robotic Process Automation (RPA)



Custom Application Development



Business Application Managed Services

Forvis Mazars Across the Full Dynamics 365 Stack

One partner across the full Dynamics 365 stack for strategy and roadmap, implementation, data migration, and managed support.

Finance
Automated core financials, planning and compliance reporting.

Supply Chain Management
Demand planning, sourcing, manufacturing and inventory visibility.

Business Central
All-in-one ERP for mid-market finance, operations and sales.

Sales
Pipeline, forecasting and relationship insight for revenue teams.

Customer Service
Omnichannel case management with agent and self-service AI.

Field Service
Scheduling, dispatch and mobile work-order execution.

Customer Insights
Unified customer profiles and orchestrated marketing journeys.

Project Operations
Quote-to-cash for project delivery, resourcing and billing.

Commerce
Connected digital, in-store and back-office retail experiences.

Extended by Power Platform, Azure, and Copilot — low-code apps, automation, integration and AI agents built on a single, governed data foundation.

Microsoft Partner




Modern Work


Business Applications

Today's Presenters



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Forvis Mazars



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Lead Consultant
Forvis Mazars



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Principal Product Manager
Microsoft

Objectives

1. Explain how nonconformance, correction, and CAPA relate in Dynamics 365 Supply Chain Management, and when to use each.
2. Follow a quality issue from the shop floor through containment, investigation and closure in the system.
3. Identify which Advanced Quality Management capabilities fit your own process, and pick a sensible place to start.



Agenda

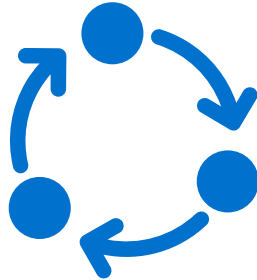
1. Welcome and introductions
2. Why quality management matters
3. CAPA: from the floor to the record
4. Live demo: CAPA and Electronic Batch Recording
 - a) What changes after the CAPA closes
 - b) Quality in process manufacturing
 - c) Core Quality Management & what AQM adds
 - d) Microsoft preview and roadmap
5. Getting Started & KPIs
6. Q&A



Understanding the Need for Quality Management



Compliance
Avoid risk, meet
regulations



Consistency
Control process
variability & quality



Traceability
Know every
step, every batch



Trust
Protect brand &
consumers

Advanced Quality Management in Practice

CAPA and Electronic Batch Recording

How We'll Cover CAPA

Three slides before we open the system, and one afterwards on what has to change.



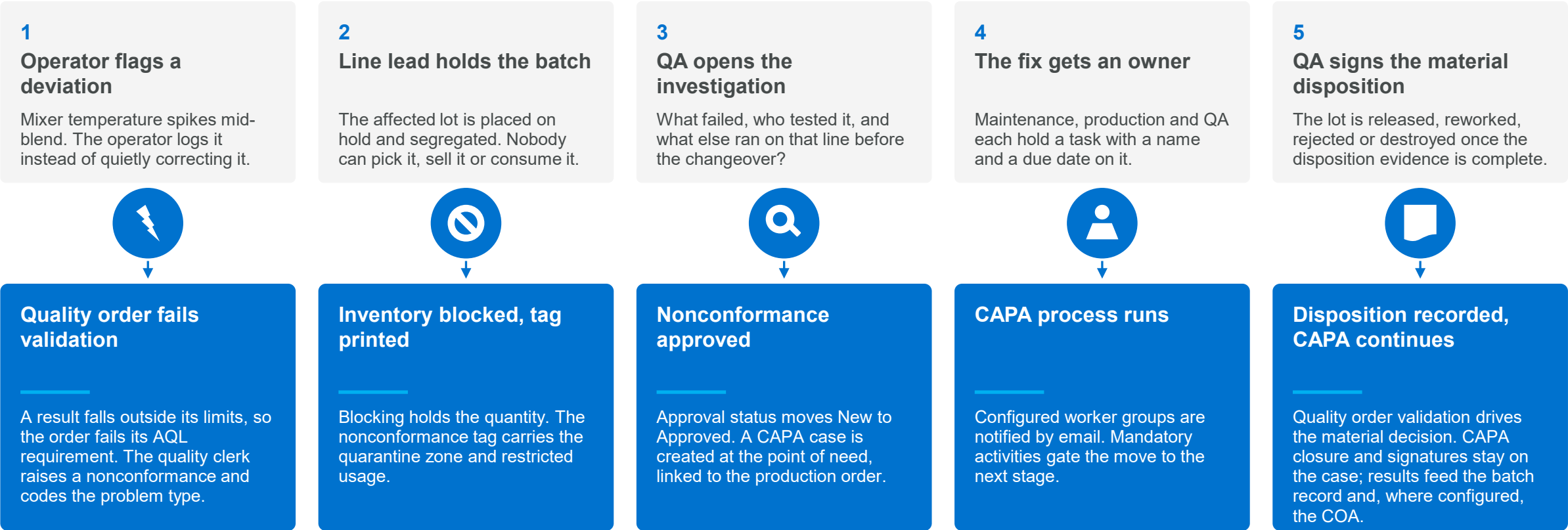
Detect, contain, investigate, correct, prevent, verify. That loop is the same on paper or in Dynamics 365.

CAPA on the Floor

What happens on the line and what the system records are the same thing, seen from two sides.

● ON THE FLOOR

● IN DYNAMICS 365 SUPPLY CHAIN MANAGEMENT



Material release and CAPA closure are related, but they are not the same approval.
It should not mean doing the job twice. Capture it once, where people can find it later.

Correction or CAPA?

Correction deals with the material. Escalate to a CAPA when the problem is significant, keeps coming back, or points at the system.

	 Nonconformance + Correction	 CAPA Case
The question it answers	What do we do with this material, right now?	Why did this happen, and how do we stop it happening again?
Its scope	This lot. This batch. This receipt.	The process, the supplier, the specification, the training.
How it looks in D365	Nonconformance approved, then Corrections — each with a diagnostic type, worker, priority, root cause code and short-term flag.	CAPA case running a CAPA process: sequential stages, activities, and worker groups.
It is finished when	The correction is marked complete — or reopened if the fix did not hold.	The Resolution is documented and the case is set to Closed.
What it leaves behind	A disposition and a reference cost: items, quality charges and labour hours on the related operation.	Implemented actions, effectiveness evidence, and trend data for future investigations.

Correction controls this event. CAPA changes the system. When CAPA is warranted, keep the records linked.

Anatomy of a CAPA Case in Dynamics 365

Defined stages, assigned owners, and required activities that gate each stage transition.



WHERE A CASE STARTS

Create a case from any of these. When it starts from a source record, Dynamics 365 links the case to that record.

CAPA workspace or the All / My CAPA cases pages

Customer or vendor from the account record

Sales, purchase or return order from the order

Released product from the item

Nonconformance Functions > Create CAPA case

From a nonconformance, six default types apply: Customer, Service request, Vendor, Production, Internal, Co-product production.



THE CAPA PROCESS

A CAPA process is a sequence of stages. Each stage holds one or more activities.

- Stages run in order. You can skip ahead, but never back.
- Activities inside a stage can run in parallel.
- Mandatory activities gate the next stage.
- Worker groups own each stage and activity.
- Assigned workers are emailed automatically.

Standard process templates ship with the product — load them, then tailor.



WHAT CLOSES IT

A stage only advances when its mandatory work is done. Closure is a controlled status change, not an administrative update.

Status — Opened, In process, Closed — Canceled is also valid

Resolution — document the outcome on the Resolution FastTab before closing

Signature — optional — on close, cancel or reopen

Linkage — associations to item, batch order and vendor are kept

Trend analysis — CAPA category and subcategory drive the trend charts

Set up: Inventory management > Setup > CAPA management > CAPA processes | CAPA worker groups | CAPA categories

Work it: Inventory management > Workspaces > CAPA management

Create it: the CAPA workspace, a source record, or Inventory management > Periodic tasks > Quality management > Non conformances

Demo: CAPA and Electronic Batch Recording

Three things worth watching while we are in the system.



The nonconformance

How it is raised against the quality order, and what blocking and the tag do to the material.



The CAPA case

Created straight from the nonconformance, keeping the link back to the production order.



The evidence

What the batch production record holds at the end, and what a signature is actually attached to.

Watch what the system writes down, not just where we click.

Demonstration runs in a sandbox with sample data. The process is the same one you would run in production.

What Changes After the CAPA Closes

If nothing in the setup changed, nothing was prevented. These are the six changes we see most often.



The missing inspection

Change the quality association so this event now creates a quality order.

Somebody on the line starts doing a check they were not doing before.



Tighter sampling

Move the item up a level on the flexible sampling plan, or take away the vendor's skip-lot until they earn it back.

More units get pulled, and more often.



Fix the process, not the spec

Usually, the answer is to make the process hold the limit. Changing test limits, AQL or the test group is a last resort.

If the limit does move, it moves through controlled change with a documented reason.



Controlled dispensing

Restrict the work to an authorized production dispenser and, where it is configured, require a signature when the dispensing journal posts.

Whoever dispensed the material is on the record.



Calibration schedule

Put the instrument on a schedule so tests stay tied to kit that is in calibration.

A calibration schedule can help identify gauges that are due for review or removal from use.



Supplier follow-up

The vendor trend tells you there is a pattern. A quality manager then decides what to do about it.

Either the approved vendor list tightens, or incoming inspection goes up.

Closing the case is not proof on its own. You need a controlled change, and evidence that it worked.

Quality Management in Process Manufacturing



Life Sciences

Patient safety: validated process, batch evidence, controlled deviations.



Food & Beverage

Consumer trust: supplier quality, contamination prevention, lot-level traceability.

Different regulatory languages. Same operational pattern: catch risk early, contain it quickly, prove the decision clearly.

Advanced Quality Management

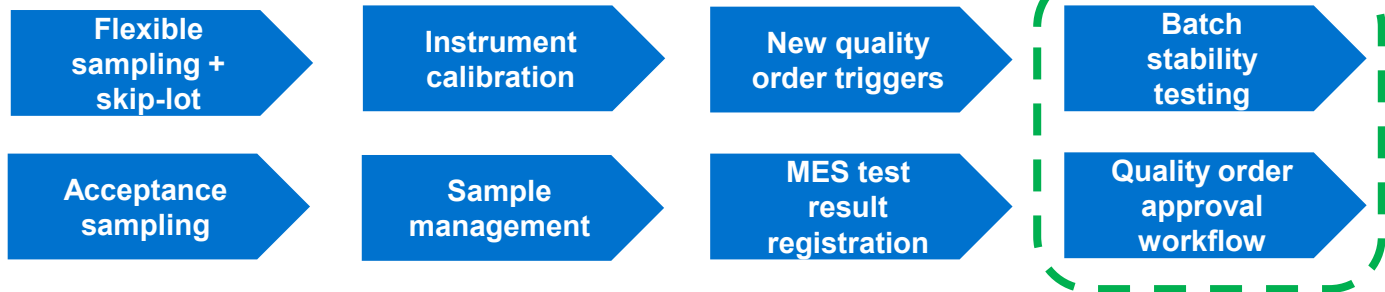
- Integrated quality capabilities across the supply chain.
- Help support regulatory compliance and improve product quality and customer satisfaction.
- Foster continuous improvements and risk mitigations with a feedback-driven approach.
- Help to reduce the reliance on third-party quality management solutions.



Continuous improvement



Optimized testing



Digitized manufacturing



Regulatory compliance



User productivity



Core Quality Management and What AQM Adds

AQM builds on what core quality management already does. It does not replace it.

	Core Quality Management	Advanced Quality Management adds	Key feature in Dynamics 365 SCM
Overall approach	Event-driven inspection and quality orders, with blocking while a quality order is open	Governed quality system aimed at preventing, controlling and improving continuously	Advanced quality management
Scope across processes	Automatic quality orders across purchase, inbound, sales, production and route operations	Extended across the end-to-end supply chain, including warehouse, sales and returns, with traceability	Advanced quality management, new triggers, Traceability add-in
Quality orders	Predefined execution. Tests, flows, and outcomes are fixed once the order is created	Skip tests with an audit trail, assign tester and priority, add result context	Quality order usability improvements
Testing and sampling	Fixed sampling logic on static rules, with no adaptation to risk, history or trend	Risk-based sampling: flexible sampling plans, skip-lot and acceptance sampling	Flexible sampling plans, skip-lot testing
Manufacturing traceability	Batch records and test results are traceable; end-to-end genealogy is assembled manually	Digital batch traceability through electronic records	Electronic batch records, Traceability add-in
Regulatory compliance	Electronic records and controls already available; evidence assembled largely by procedure	Can support regulated processes with auditability, system-enforced controls and customer-specific outputs	Electronic signature improvements, customer-specific COA

Software supports compliance. It does not by itself make a process or an organization compliant.

Core Quality Management and What AQM Adds

The same comparison, continued: equipment, nonconformance, the shop floor and risk.

	Core Quality Management	Advanced Quality Management adds	Key feature in Dynamics 365 SCM
Inspection equipment	Calibration tracked outside the quality process	Calibration embedded in the quality process	Instrument calibration
Nonconformance handling	Nonconformance, problem types and correction tasks with root cause codes	Structured handling, wired into the improvement process	Nonconformance enhancements
Continuous improvement	Corrections close the immediate issue; historical KPIs support review of past measures	Closed-loop system through corrective and preventive actions	CAPA management
Warehouse and shop floor	Quality orders can block the triggering process, later processes and inventory	Quality enforced during execution, controlling material flows	Quality controls in PFE
Controlled material	Standard picking, without a separate regulated dispensing step	Dispensing can be separated from picking, with configured authorization and signature requirements.	Dispense management
Data and insight	Transaction data and historical nonconformance KPIs	Structured data for trend analysis and continuous improvement	AQM data model, trend analysis, embedded Power BI
Risk management	Event-driven controls applied when the quality order is generated	Risk handled up front through sampling, triggers and CAPA	Sampling, CAPA and triggers

Batch Stability Testing Demo

Batch Stability Testing: What to Watch in the Demo

Quality does not stop at production completion. Some inventory must be re-tested throughout its shelf life.

1

Why it matters

Regulated industries may need recurring quality checks on existing inventory, not only event-based inspection.

2

What changes

Quality associations gain schedule-based generation so quality orders can be created from time-based policies.

3

What proves the value

The demo should show schedule setup, inventory evaluation, generated quality orders, and workspace visibility.



Microsoft Roadmap

Area	Feature	Description	Current status
Quality Management	Batch Stability Testing	Automate long-term quality monitoring by scheduling and tracking stability tests for product batches throughout their shelf life, helping ensure ongoing compliance, safety, and product quality.	Planned — confirm timing in Release Planner
Quality Management	Quality Order Approval Workflow	Add governance and control to quality processes by requiring review and approval of quality order results before final disposition decisions are made.	Planned — confirm timing in Release Planner
Manufacturing	Same batch reservation	Helps manufacturers maintain product consistency by automatically reserving component quantities from a single batch. By reducing batch mixing during production, organizations can strengthen quality control, improve traceability, and minimize the risk of quality deviations.	Initial capabilities in 10.0.49; more planned
Manufacturing	Flexible scrap reason codes	Capture configurable production reasons directly on the shop floor to improve traceability, root cause analysis, and operational insights.	Planned — confirm timing in Release Planner
Planning and scheduling	Planning and scheduling initiative	Longer-term work across master planning and production scheduling. Includes sequencing jobs to reduce changeover time, for example by product attributes, with AI applied where it helps.	Direction only — no committed date

Roadmap information is subject to change. Confirm current availability in the Microsoft Release Planner.

Where to Start

A practical setup path. Begin with your highest-risk flow.



STEP 1

Pick one risk lane

Critical ingredients, finished batches, high-risk suppliers, cold-chain products, allergen or potency-sensitive items.



STEP 2

Decide what triggers a check

Which event should generate a quality order, and which items, vendors, customers, warehouses, and sites it applies to.



STEP 3

Design the sampling and tests

Test groups, AQL, sampling scope, destructive tests, skip-lot strategy, instruments and tolerances.



STEP 4

Close the evidence loop

Nonconformance, CAPA, signatures, batch record, COA, roles, security and the review workflow.

Start where the quality risk and the business value are both obvious. A focused initial scope may be more manageable than a broad rollout.

How You Would Measure It

These measures can help assess changes in time, waste, quality performance, and process confidence.

Release cycle time

How fast can good product move?

Right first time

How much work avoids correction?

CAPA closure & recurrence

Are repeat issues actually going down?

Audit preparation time

How quickly can we evidence the story?

Supplier quality trend

Where should the controls tighten?

Cost of poor quality

How much waste did we avoid?

Pick two and baseline them before you change anything. Without a starting number there is no business case later.

Contact



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Senior Manager
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Q&A



Business
Technology
Services

Questions?

Contact

Forvis Mazars

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