## SIMULATION-BASED MANAGEMENT (SBM) – VARIOUS EXAMPLES

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## **ABSTRACT**

ÅF packages a major portion of the simulation-related services under the headline SBM. Focus is to convey a more all-embracing view of how simulation competence can and partly should contribute, quite simply by asking the question: "Can we add value in real life, compared to the alternative – not using simulation competence?". Examples from the healthcare sector are used to illustrate, both on macro, meso and micro levels of abstraction. Here models of hospitals-to-be, whole county total care need, and more operational systems will be shown and briefly commented. A combination of Discrete Event and Agent Based modeling is the rule, but based on the philosophy of having a Paradigm-Free approach. Simulation competence should be seen as one of the strongest means to handle change management, decision-making, and general managerial challenges and it should be considered the by far best way to support system understanding and thinking.