

INDUSTRY PANEL: INDUSTRY PANEL: SIMULATION IN INDUSTRY: PAST, PRESENT, & FUTURE

Mike Allen¹, Ganesh Nanaware², Jonathan Fulton³, and Andrey Malykhanov⁴

¹President, Hindsight Consulting, Inc.

²Senior Manager, Worldwide Design Engineering, Amazon

³Technical Fellow, Production System Analytics & Simulation, Boeing

⁴Co-Founder, Amalgama Software Design

ABSTRACT

This panel, **Simulation in Industry: Past, Present, & Future**, takes a wide-angle view of the barriers that continue to limit the use of simulation for major capital expenditure (Capex) decisions, with a focus on sectors like manufacturing, material handling and automation. Rather than spotlighting individual case studies, the discussion will explore systemic and cultural obstacles that slow adoption e.g. such as organizational inertia, messaging gaps, and misaligned expectations between technical teams and business leaders. In addition to diagnosing current challenges, panelists will offer reflections on how industrial simulation has evolved, where it stands today, and what changes are needed to ensure it plays a more central role in decision-making by 2050. This session invites the community to think critically about how we frame the value of simulation and how we must evolve to meet the future.