1. **Title and Introduction**  
   The title introduces the topic: "The biggest business process management problems to solve before we die." The authors and purpose are presented briefly.
2. **Abstract**  
   Summarizes the research identifying nine grand BPM challenges, aiming to inspire innovation in academia and industry collaboration.
3. **What is BPM?**  
   Provides a link to a YouTube video explaining BPM and its role in optimizing and managing business processes.

4-5. **BPM Challenges**  
Lists nine critical challenges, such as data-driven BPM, expansive management, digital twins, process mining, and more.

1. **Motivations**  
   Introduces the exploration of challenges, starting with the example of digital twins for detailed study.
2. **Exploring Digital Twins**  
   Explains digital twins as virtual models of processes for simulation, prediction, and informed decision-making.
3. **The Challenge (Digital Twins)**  
   Highlights the difficulties in scaling simulations, predicting outcomes, and adapting to frequent changes in business processes.
4. **Why It Matters**  
   Discusses how digital twins can reduce inefficiencies, optimize processes, and support dynamic innovation.
5. **Applications of Digital Twins**  
   Covers their role as decision-making tools, automation enablers, and providers of real-time insights.
6. **Potential Benefits**  
   Outlines enhanced decision-making, resource efficiency, and innovation acceleration as key benefits of digital twins.
7. **Critical Challenges**  
   Mentions barriers to adopting digital twins, including data dependency, complexity, and high costs.
8. **Conclusion (Digital Twins)**  
   Concludes that overcoming challenges will unlock the transformative potential of digital twins in BPM.
9. **BPM-Driven Value Creation from Data**  
   Poses a question about why organizations struggle to leverage data despite access to advanced technology.
10. **Share an Example**  
    Encourages participants to share workplace examples of effective or ineffective data use.
11. **Coca-Cola’s “New Coke” Launch (1985)**  
    Describes how Coca-Cola used data narrowly, leading to a failed product launch and significant backlash.

17-18. **The Missed Insight and Disaster**  
Details Coca-Cola’s failure to consider brand loyalty and cultural factors, resulting in public outrage and reintroduction of the original formula.

1. **Lesson**  
   Explains the importance of holistic data analysis to avoid costly business decisions, even for industry leaders.
2. **Results from the Research**  
   Lists research outcomes, including identifying nine challenges, digital twin insights, and BPM scalability.
3. **Key Takeaway**  
   Highlights the importance of adopting innovative, data-driven BPM approaches to improve organizational efficiency and adaptability.
4. **Key Contributions of the Research**  
   Summarizes critical insights, including a focus on innovation, digital twins, and bridging theory with practice.
5. **Takeaway**  
   Reiterates that the research lays a foundation for transforming BPM into a data-driven, innovative discipline.

24-25. **Game**  
Introduces an interactive matching game for participants to link BPM challenges with solutions.

1. **Game Results**  
   Presents the results of the matching game and concludes with engagement.
2. **Questions from the Audience**  
   Encourages audience interaction to address outstanding questions or insights.