

THE 30TH ANNUAL CONFERENCE FOR ADMINISTRATIVE EXCELLENCE



T H E
MULTIDIMENSIONAL
A S S I S T A N T

OCTOBER 17-20
RED ROCK RESORT

**LAS
VEGAS**
NEVADA

BROUGHT TO YOU BY
 **OFFICE DYNAMICS**
INTERNATIONAL

IN-PERSON &
LIVE-STREAM
PASSES AVAILABLE

REGISTER TODAY!



A MESSAGE FROM JOAN BURGE

ADMINISTRATIVE TRAINING PIONEER & VISIONARY

You know my reputation for telling it like it is, so may I “get real” with you? Before I discuss why I think you (and your company!) would benefit attending the Office Dynamics International Conference, I want to emphatically state today’s assistants don’t work in a tunnel performing mindless tasks. Today’s assistants affect the corporate bottom line not only by what they do, but by how they conduct themselves in leadership, the expanse of knowledge they bring to projects, their ability to deftly present information to executives and leaders, and by their professional image.

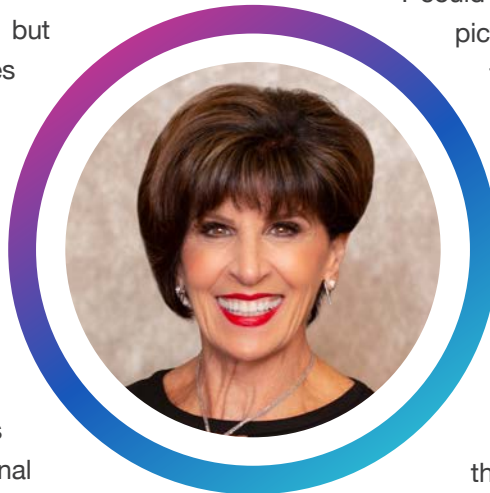
That is precisely why Office Dynamics International operates as a multi-dimensional educational powerhouse.

We offer a holistic 360° educational conference to help assistants reach their “Personal Professional Peak” – the point at which they attain their strongest, most successful and most fully developed self and consistently perform at their highest effectiveness.

Our sessions offer life-changing strategies and sound guidance to elevate attitudes and advance a growth mindset. Our intimate conference setting provides a unique opportunity to interact with me, speakers, and ODI staff.

I could go on and on, but you get the picture. I hope you will endeavor to take your performance to the next level by delivering your best work performed by your best self.

I look forward to seeing you at this year’s conference. I believe in you and in the strength of your career. You can attend this year’s conference three ways: in-person, livestream, or on-demand. Please contact our office for questions or more information.



Warmly,

Joan Burge

*Founder and CEO, Office Dynamics International
Forever Champion for the Administrative Profession*

TOP FIVE REASONS

ASSISTANTS
CHOOSE THE
OFFICE
DYNAMICS
CONFERENCE

Feel Like a True VIP

Joan Burge has crafted these events to make assistants feel like they are valued. From the moment you walk into the conference, you'll understand how much we value your chosen trade.

1

2

We're Different

We offer multi-dimensional 360° development education that encompasses the whole assistant. Our topics go deeper, offering strategic insights.

3

Never a Dull Moment

Office Dynamics' events keep attendees on their toes! You'll feel invested, connected, and enthusiastic.

4

Incredible Networking Opportunities

Meet some of the most accomplished and creative assistants in the industry. Learn helpful tips and tricks from your peers.

A Chance to Learn from the Best!

Office Dynamics is the lion of the administrative professionals training and development industry. Get the chance to connect with our team, including founder and visionary Joan Burge.

2023 THEME

Multidimensional implies someone or something is multifaceted, complex, intricate, and has several dimensions or aspects. This perfectly describes the role of the modern-day assistant. Much like a movie, your work life is filled with intricate themes, characters, plots, and symbols. You play many roles and wear several different hats. Some days, you are the air traffic controller, and other days you are the rule enforcer. You are a director and an actor as you play out the type of character you want to be and how you want to be viewed by others inside and outside your organization. You have many distinctive features and qualities.

This means there are endless possibilities for you, and you can enjoy years of a fulfilling career. The challenge is the complexity and intricacy of your

role, and therefore you need to continuously learn, strategically position yourself, fine-tune the already-excellent skills you embrace, and be an explorer.

You Need To:

- See yourself as the character you want to be
- Get rid of the old script
- Rewrite the parts to fit the new role
- Imagine your new (improved) character
- Rehearse enough so that it becomes second nature

When You View Yourself As Being A Multidimensional Assistant, You Will:

- Take on more challenging responsibilities
- Grow an array of skills
- Purposely “play” different roles to accommodate the current situation
- See barriers as opportunities for growth
- Take off your self-limiting collar
- Intrigue people and get their attention

All of this leads to future opportunities and self-security, meaning you will be so confident in yourself that you know you will always land on your feet or win at the game of business.

At our 30th Year Annual Conference, our amazing speakers will take you on a journey that will change your life. They will provide you with the tools and strategies to live a successful multifaceted work life and to see yourself as the star of the movie.

Because it is our 30th year celebration, this will be no ordinary experience. While Office Dynamics prides itself in being the ‘Event of Distinction’ for administrative professionals, we will pull out all the stops. We are creating a multidimensional event for you!



RED ROCK RESORT

C A S I N O & S P A

UNPARALLELED LUXURY AWAY FROM ALL THE CHAOS

With an unrivaled aesthetic and attention to detail apparent at every turn, Red Rock offers a refined resort experience—all amongst Las Vegas' most striking settings. From award-winning accommodations to service as unwavering as the neighboring sandstone canyons, welcome to a casino experience, redefined.



UNPRECEDENTED ACCOMMODATIONS

Inspired by the innate majesty of the mountains we're nestled amongst, the accommodations at Red Rock Casino, Resort & Spa are as awe-inspiring as they are welcoming. Here, you'll find spaces bathed in natural light, incredibly open floor plans, and elevated amenities.

A STRIKING SETTING

Nestled amongst the gateway to Red Rock Canyon and yet just 10 short miles from the Strip, Red Rock Resort offers the best of both worlds. Head west for stunning sandstone cliffs—or travel east for the iconic lights of Las Vegas Boulevard. Whether you've come for unprecedented adventure, uninterrupted serenity, or a bit of both—here, the experience you're seeking is always within reach.



THE SPA AT RED ROCK

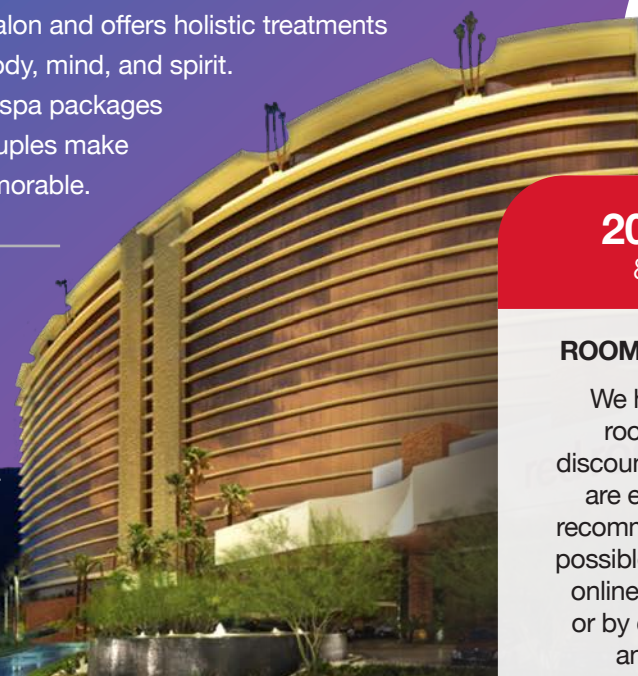
Experience ultimate relaxation and rejuvenation at The Spa at Red Rock Casino Resort & Spa. With more than 25,000 square feet of tranquil surroundings, this sleek, ultra-modern retreat has a state-of-the-art fitness center and a full-service salon and offers holistic treatments that nourish the body, mind, and spirit.

Affordable Las Vegas spa packages for individuals and couples make vacations forever memorable.



THE DINING EXPERIENCE YOU DESERVE

Acclaimed chefs, award-winning eateries, and unrivaled restaurateurs make for a fine-dining experience you'll find nowhere else in our valley—while personalized service and unforgettable ambiances make for restaurants and lounges that set the bar.



2023 ROOM BLOCK & RESERVATIONS

ROOMS WILL SELL OUT, DO NOT WAIT!

We have secured a limited number of rooms at the Red Rock Resort at a discounted rate for our event. These rooms are expected to sell out quickly, so we recommend booking your room as soon as possible to secure your spot. You can book online at officedynamicsconference.com or by calling the resort at (702) 797-7777 and referencing code **RCIOD30**.

EVENT HIGHLIGHTS



Social Fusion Mixer

This fun-filled evening promises to provide attendees with the opportunity to meet the Office Dynamics team, connect with colleagues, make new friends, and network with other professionals in the industry. With delicious food, refreshing drinks, and live music, this event is not to be missed!

Rock Star Presenters

Each and every conference presenter is hand-selected by Joan Burge. Joan looks for industry insiders who have developed innovative approaches and creative outlooks. These presenters are dynamic, engaging, and entertaining. You'll learn from these industry experts and enjoy every second!

The Mosaic Teambuilding Experience: Unlock the Power of Diversity

On the first day of the conference, build lasting relationships with your tablemates while participating in our custom-made and purpose-driven teambuilding session. Aligned with the current year's conference theme, this session brings together administrators from various backgrounds and celebrates diversity, promoting unity, and harmony.

Get ready to express your unique strengths, perspectives, and personalities as you collaborate to create a beautiful and harmonious mosaic. Be engaged, energized, and inspired as you participate in this dynamic and collaborative experience.



EVENT HIGHLIGHTS

CONTINUED



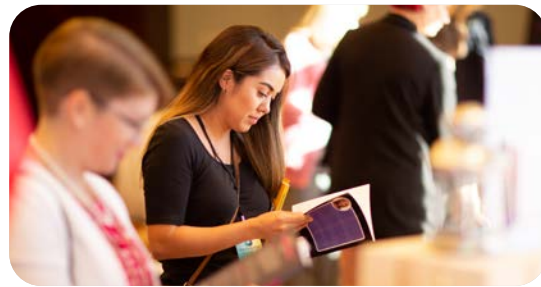
Joan Burge Innovation Award

Joan Burge has built an empire centered around improvement and development for administrative professionals. The growth that it creates has also equated to years of stellar accomplishments by assistants. That deserves to be celebrated! In 2019, Office Dynamics unveiled the pinnacle of achievement in the administrative industry: The Joan Burge Innovation Award. This award recognizes assistants who have successfully developed and executed ideas that have improved their business.



Joan Burge Gala

Our much-anticipated Joan Burge Gala event is one of the many reasons the Annual Conference is hailed as an “Event of Distinction.” This extraordinary event is Joan Burge’s “celebratory toast” to honor the conference attendees.



Office Dynamics Success Store

During the conference, you’ll have the opportunity to visit the Office Dynamics Success Store. This hip boutique is like a Smartphone in person! You can peruse a plethora of resources including all of Joan Burge’s best-selling books and inspiring journals. You’ll also be able to talk to our speakers and purchase their books. It’s the perfect spot to find gifts to bring back to the office for a colleague. Don’t miss this fun stop!

Joan’s Trademark Surprises

Make sure you stay on your toes and are ready for anything! Joan always has surprises to keep your conference experience fresh, fast-paced, and fun. From engaging guests to awesome giveaways, it’s part of what sets the Office Dynamics conference experience apart from all others. Attendees remember these, “I can’t believe that just happened!” moments.



“It was a sleek, modern event with just the right subject for an intimate, casual, and upscale event that really delivered the goods.”

—Madison

EVENT HIGHLIGHTS

CONTINUED



Peer-Centric Learning

Get ready for an exciting and dynamic learning experience at Office Dynamics' first peer-centric learning session! Unlike traditional conference sessions, this approach creates a collaborative and engaging learning environment where attendees can take an active role in their own learning. Through brainstorming, open discussions, storytelling, or group problem solving, participants will learn from and with one another, gaining diverse perspectives and enhancing their critical thinking and problem-solving skills. With a range of topics to choose from, attendees can enjoy a more personalized learning experience that fosters valuable connections with like-minded individuals.



"Thank you for all the time and effort in preparing this event.

It was an all-in-all wow-event."

—Sharonette

Career Corner



Join the Career Coaching Corner at the Office Dynamics Success Store for personalized advice on advancing your administrative career. Hosted by Robert Half, you'll have the opportunity to ask career-related questions and receive answers from experienced career specialists. You'll receive guidance on a range of topics including job search strategies, resume writing, interview preparation, networking, career planning, salary negotiation, managing career transitions, and upgrading your skills. The coaching sessions are 10 minutes and need to be pre-booked through Office Dynamics. There is no additional cost. Look for details late summer 2023.



Conference Ambassadors

Conference Ambassadors ensure that all attendees, new and veteran alike, know the ropes, get their questions answered, and make the most of the conference experience. This team is carefully selected from past attendees who are familiar with the Office Dynamics team and services. They work hard to enhance the conference experience and help each attendee network and establish new relationships. Keep your eyes out for this helpful team!



Joan Burge

G A L A

30 YEARS OF IMPACT: A NIGHT OF GRATITUDE AND CELEBRATION



Welcome to the Joan Burge Gala, a celebration of 30 years of growth and empowerment in the administrative community! We are thrilled to invite you to an unforgettable evening of glamour and sophistication, Las Vegas Style!

On this special occasion, we invite you to join us in honoring the legacy of Joan Burge, who has been a guiding light for administrative professionals for over three decades. It is a night to remember and cherish as we pay tribute to the incredible milestones and achievements of the administrative profession.

Our guests can look forward to a night of enchantment as they dance the night away to the

tunes of our talented DJ. Our hors d'oeuvres and cocktails will tantalize the taste buds, providing the perfect complement to the evening's festivities.

As befits such an occasion, we have plenty of surprises in store for our guests, ensuring that the night will be full of exciting moments that they will remember for years to come. The event will be a formal evening, so come dressed to impress and join us for an evening of fun, laughter, and celebration.

So mark your calendars for the Joan Burge Gala, the 30th Year Celebration, and get ready to party like never before! We look forward to seeing you there!

REGISTER TODAY!

OfficeDynamicsConference.com | 800.STAR.139

SESSIONS



**Joan
Burge**

Opening Session: **The Multidimensional Assistant**

The role of the modern-day assistant is perhaps one of the most multidimensional of all. From managing multiple tasks to navigating different personalities and scenarios, the assistant's role is filled with intricate themes, characters, plots, and symbols. The assistant must be versatile, adaptable, and able to effectively manage their time and resources to succeed in this complex and multifaceted role.

**In this vibrant opening session,
Joan Burge will:**

- Explore the exciting and complex world of the multidimensional assistant
- Emphasize the need to adapt quickly to a dynamic work environment
- Provide the skills and strategies to succeed including strategic positioning, self-awareness, and working effectively with others



**Diana
Brandl**

Mindset – Skillset – Toolset: **Executive Support in the Agile Office**

In Diana Brandl's session, attendees will learn about the mindset, skillset, and toolset needed to excel in their role as an administrative professional in the agile office.

Learning points:

- Strategies on how to establish a growth mindset and how to best support management
- Knowledge on the latest tools and methods for agile working such as Scrum, Kanban, and Design Thinking
- Position yourself as a future-oriented, agile office expert in a rapidly-changing workplace



“Conference doesn’t begin to
describe it. **It was a
life-changing event.**”

—Brenda



**Tess
Vismale**
CMP, DES

Apps for Becoming a Productivity Ninja

In Tess Vismale's session, attendees will learn about the latest productivity apps, tools and technology that can help them save time and increase efficiency and how artificial intelligence is supercharging productivity.

Learning points:

- Knowledge about the latest productivity apps for busy professionals
- Tips for organizing their tasks and managing their time
- Insights on how artificial intelligence is changing the way we work and how it can be leveraged for productivity



**William
Arruda**

Personal Branding 3.0 - The New Rules for Career Success

In "Personal Branding 3.0 - The New Rules for Career Success," personal branding expert William Arruda provides an adventure-filled roadmap for building an authentic and powerful

personal brand, taking advantage of personal branding opportunities available in the virtual world of work.

Learning points:

- Uncover your authentic personal brand and tell your story in a compelling way
- Remain visible, available, and valuable to decision-makers
- Make a powerful first impression and ensure that your digital brand aligns with the real you



**Cody
Byrns**

The Juggling Act: How to Juggle Work, Change, and Personal Performance

In "The Juggling Act - How to Juggle Work, Change, and Personal Performance," Cody Byrns, a professional juggler and motivational speaker, will share his personal story and provide practical strategies to help you thrive in a constantly evolving work environment.

Learning points:

- Discover methods to help thrive and prepare for ongoing workforce changes
- Obtain steps on how to position yourself for success in a complex and ever-changing work environment
- Learn techniques that will help shift your focus in order to obtain positive results



Sandy Geroux

The Invaluable Assistant: Hard-Hitting Ideas from the Field

Sandy Geroux's session will teach attendees the skills, mindsets and attributes that make an executive assistant invaluable to their leader.

Learning points:

- Anticipate their leader's needs and act with the agility and adaptability demanded of executives to become a true partner
- Recognize what leaders are truly looking for in their executive assistants
- Discover the mindsets and habits of the most invaluable assistants and learn how to develop them



**Lucy Brazier
& Joan Burge**

30 Years of Growth and Empowerment

This conference session will offer a unique opportunity to reflect on the past, celebrate the present, and envision the future. Join us as we sit down with the founder of the conference to discuss the journey so far and what's next. The session will be an insightful and inspiring conversation that covers the highlights of the past 30 years, the challenges faced, and the visionary ideas that have propelled the conference to where it is today. Through this interview, attendees will gain a deeper understanding of the conference's mission, values, and goals, and be motivated to continue contributing to its success for many years to come.



Starla West

How To Gain Emotional Clarity And Master Self-Regulation

In Starla West's session, you'll learn how to leverage your emotions at work by understanding them and regulating them more effectively.

Learning points:

- Discover the different types of emotions and why they exist, and how they impact your thoughts, behaviors, and relationships at work
- Gain a step-by-step process for identifying your emotional triggers and controlling your emotional responses better
- Receive a new framework for regulating your emotions so that you can remain calm and in control at all times



Vonetta Watson

Unlocking Teamwork: The Human Experience and Technology

Vonetta Watson's session, The Human Experience and Technology - Unlocking Teamwork, will show

you how to leverage technology to enhance your team's collaboration, innovation, and problem-solving skills.

Learning points:

- Discover how to harness technology to empower your team with essential skills
- Learn practical strategies for unblocking your team's potential
- Gain insights into the future of human-technology interaction in the workplace



Nada Lena Nasserdeen

How to Be Seen, Heard, and Be Relevant

Today's world is full of consumption overload, an ever-changing workforce, and constant navigation on how to communicate in this new remote world. The big question is, how do you stand out? How do you get the exposure needed to build your brand, your presence, and your leadership in a sustainable and effective way?

Learning points:

- Why it is important to be seen, heard, and relevant in today's world
- Strategies for building confidence and making lasting impressions
- The three key factors that will help them stand out and be recognized as a thought leader in their profession



**Jeff
Butler**

Multigenerational Workplace

In Jeff Butler's session, attendees will learn how to navigate the multigenerational workplace and leverage each person's unique abilities to turn a multigenerational workforce into a competitive advantage.

Learning points:

- Insights on potential points of conflict and tactics to handle them
- Strategies to strengthen cross-generational communication
- Specific methods to leverage opportunities within a multigenerational workforce

Learning points:

- Why you need to be multidimensional and what that looks like
- How to manage multidimensional people
- What the multidimensional role looks like and how to juggle the different strands of responsibilities

Closing Session To Be Revealed ...




**Lucy
Brazier**

The Value Proposition

In Lucy Brazier's session, attendees gain insight into how to increase their marketability as an administrative professional in today's modern workplace by becoming a multidimensional assistant.

WHY BRING A TEAM?



Our conference experience is rewarding and will keep paying you dividends years after you've attended.

We encourage businesses to consider sending not just one attendee, but several. Bringing a team of assistants from your company to our conference means that you'll have one group of attendees with different perspectives, different skills, and different insights...all experiencing the same event. That means your team will be able to take home exponentially more information, tips, and processes to benefit your company. The load is lightened. Identifying helpful tricks and plans will be easier, developing an implementation plan will be easier, convincing the boss will be easier, and sharing the knowledge back home will be easier.

There's also a huge benefit to putting a group of team members together at an event like this. You'll notice your team gets closer, understands each other better, and grows as a cohesive group. This event gives you the opportunity to grow as a team and get to work together in ways you may not usually get to do. And let's not forget the fun factor! Getting to attend top-end galas with your co-workers is an absolute blast.



Group Registration

**Groups of 5 or more
get an additional \$100 off
each registration.**

**Please call 800-STAR-139
to book your group.**

CONFERENCE AGENDA

Tuesday October 17

6:00 – 8:00 pm
Social Fusion Mixer

Wednesday October 18

7:00 – 8:15 am
Networking Breakfast

8:30 – 9:30 am
Opening Session:
The Multidimensional Assistant
Joan Burge

9:30 – 10:15 am
The Mosaic Team Building Experience:
Unlock the Power of Diversity*
Joan Burge

10:15 – 10:45 am
Break / Success Store Open

10:45 – 11:45 am
General Session: Mindset – Skillset –
Toolset: Executive Support in the
Agile Office
Diana Brandl

11:45 am – 1:00 pm
Lunch / Success Store Open /
NEW! Career Coaching Corner
with Robert Half

1:00 – 2:00 pm
General Session: Apps for Becoming
a Productivity Ninja
Tess Vismale, CMP, DES

2:00 – 3:00 pm
General Session: Personal Branding 3.0
- The New Rules for Career Success
William Arruda

3:00 – 3:30 pm
Break / Success Store Open

3:30 – 4:30 pm
General Session: The Juggling Act:
How to Juggle Work, Change, and
Personal Performance
Cody Byrns

Thursday October 19

7:00 – 8:15 am
Networking Breakfast

8:30 – 9:30 am
General Session: The Invaluable
Assistant: Hard-Hitting Ideas from
the Field
Sandy Geroux

9:30 – 10:00 am
General Session: 30 Years of
Growth and Empowerment
(Interview of Joan Burge
by Lucy Brazier)

10:00 – 10:30 am
Break / Success Store Open

10:30 – 11:30 pm
General Session: How To Gain
Emotional Clarity And Master
Self-Regulation
Starla West

11:30 – 12:00 pm
General Session: Mindset – Skillset –
Toolset: Executive Support
in the Agile Office (Part 2)
Diana Brandl

12:00 – 1:30 pm
Lunch / Success Store Open /
NEW! Career Coaching Corner
with Robert Half

1:30 – 2:15 pm
NEW! Peer-Centric Learning Session
Attendees

2:15 – 3:10 pm
General Session: The Human
Experience and Technology:
Unblocking Teamwork
Vonetta Watson

3:10 – 3:30 pm
Break / Success Store Open

3:30 – 4:30 pm
General Session: How to Be Seen,
Heard, and Be Relevant
Nada Lena Nasserdeen

7:00 – 10:00 pm
Joan Burge Gala, 30 Years of Impact:
A Night of Gratitude and Celebration

Friday October 20

7:00 – 8:15 am
Networking Breakfast

7:45 – 8:20 am
Success Store Open

8:30 – 8:45 am
Joan Burge Innovation Award
Joan Burge

8:45 – 9:45 am
General Session: Multigenerational
Workplace
Jeff Butler

9:45 – 10:00 am
Break

10:00– 11:00 am
General Session: The Value Proposition
Lucy Brazier

11:00 – 12:00 pm
Closing Session

**Team Building Event on Wednesday is designed for in-person attendees. The virtual audience may observe the team building activity if they choose and contribute their ideas in the chat.*

IN-PERSON

Uncompromised and Unmatched Professional Development for Administrative Assistants

The Office Dynamics team is excited to bring back the conference experience you have come to know and love from us. Expect to learn from renowned industry experts, interactive workshops, the ability to exchange perspectives with assistants face-to-face, and a gala with live entertainment at a 5-star hotel amidst administrative assistants gathered together for one thing – the opportunity to grow within their roles and as professionals.

A Memorable, Career Benefiting, And Interactive Conference For Assistants

What's Included

- 16 Hours of Training Over Three Days (Wednesday, Thursday, Friday)
- Conference Workbook to Include Materials from All Sessions
- Social Fusion Mixer & Networking Event Tuesday Evening
- Themed Gala Event Thursday Evening
- Meals and Breaks
- Keynote Presentations
- Certificate of Completion and Continuing Education Credits

What to Expect

- Innovative and Trend-Setting Information
- Opportunities to Engage with Speakers
- Opportunities for Networking and Building Professional Relationships
- A Personal Connection with Joan Burge and the ODI Team
- The Ultimate Assistant Conference in Las Vegas

Visit Website for Current Pricing, Cancellation, and Substitutions.

LIVE-STREAM

An Inviting And Immersive Virtual Live-Stream Conference Experience

Get ready to join the virtual party and experience the cutting-edge insights and networking opportunities of our conference from the comfort of your own home or office! For the past three years, we have been bringing the best of our conference to you via live-stream, and this year is no different. Our live-stream will allow you to connect with top industry experts and assistants from around the world, all while experiencing the dynamic and immersive sessions we have planned for you. Don't miss out on this amazing opportunity to learn, grow, and connect with others in your field – register now to join us for two and a half days of live-streamed sessions and innovative principles from the heart of Las Vegas!

A Memorable, Career Benefiting, And Interactive Virtual Conference For Assistants

What's Included

- 16 Hours of Training Over Three Days (Wednesday, Thursday, Friday)
- Digital Conference Workbook to Include Materials from All Sessions
- Virtual Networking with Assistants Around the World Through One-To-One Meetings in Succession
- Certificate of Completion
- 30-Day Access to Session Recordings

What to Expect

- Innovative and Trend-Setting Information
- Real-Time Learning
- Live Chat with Conference Attendees about Session Discussions
- Opportunities for Networking and Building Professional Relationships

Visit Website for Current Pricing, Cancellation, and Substitutions.





ON-DEMAND

Don't Let Travel, Budget, Or Time Restrictions Stop You From Having Your Breakthrough Learning Experience

We know you're busy, but even if you're not there in "body," you can still be there in "mind." Our on-demand conference replay is a convenient, cost-effective alternative that fulfills your desire for professional enrichment, without a trip to Las Vegas!

Office Dynamics produces beautifully crafted, professionally edited videos of each session during the conference, and we're making them available in one convenient package. That means you can learn on your own schedule and from the comfort of your own desk or home.

How It Works: Easy Access, At Your Fingertips

Immediately after the conference, we add our signature, and elegant Office Dynamics touches to each video. The quality is on par with the live experience—it's like having a front-row seat at the conference!

You'll receive online access for 3 months to watch the videos and a downloadable participant workbook, and experience the power of our world-class speaker lineup—all on your own time.

Login credentials are delivered within three weeks of the conference end date. You'll create and activate your account, and the learning will be at your fingertips, at your command, and on your schedule.

What's Included

- Conference Recordings
- Innovative and Trend-Setting Information
- Our Resourceful Conference Workbook
- Certificate of Completion

Get Your Virtual "Front-Row" Seat To See All Of Our Dynamic Speakers In Action!

Visit Website for Current Pricing, Cancellation, and Substitutions.