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Diversifying their Reach with Service Oriented Architecture and WebCenter Content, AVIO Consulting is Streamlining Business Processes through Emerging Technologies and Bridging the Gap between Business and IT

**Business Services
Business/Technology solutions**

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**Monnie Soto
President**

BIO:

Monnie Soto is the Founder and President of AVIO Consulting. Monnie focuses on the strategy and direction of the company, and he also works directly with customers throughout the sales and implementation process. His passion for people, processes, and technology led him into a consulting career. Prior to starting AVIO in 2007, Monnie held various implementation and leadership positions at Arthur Andersen, Fuego, and BEA Systems. Throughout his career, Monnie has worked with many Fortune 500 customers implementing enterprise-scale technology solutions including ERP, CRM, BPM, SOA, Portal & Content related systems. Monnie is a graduate

of Texas Tech University with a dual-degree in Accounting and Management Information Systems.

Monnie is happily married and is the proud father of three children - Hannah, Kole and Karter. He and his wife, Dulce, have been married for over 18 years.

About AVIO Consulting, LLC:

AVIO Consulting is an innovative technology professional services firm focused on enabling enterprise agility and business process transformation through the adoption of emerging technologies such as Business Process Management (BPM), Service Oriented Architecture (SOA), and WebCenter Content. AVIO Consulting bridges the gap between business and IT by using proven methodologies combined with industry expertise and best practices to solve complex business processes. AVIO Consulting helps companies manage the implementation of the solution and facilitate all related organizational changes to assure that each of its clients realize the full business benefits of their investments. AVIO Consulting is headquartered in Plano, Texas.

For more information, please visit <http://www.avioconsulting.com>.

**Interview conducted by:
Lynn Fosse, Senior Editor
CEOCFO Magazine**

CEOCFO: Mr. Soto, would you tell us the vision when you founded AVIO Consulting and where are you today?

Mr. Soto: Our vision when we founded the company was to be the premier

provider of business process management systems (BPMS or BPM consulting? This makes it sound like we create the BPMS software). Our goal was to work with the largest companies in the world looking to optimize and streamline their business processes using technology as an advantage. We started out with three people on day one and now are close to fifty. We are also now beyond working with just business process management technologies. We work with SOA, which is Services Oriented Architecture, as well as WebCenter Content for image capture and content management. We are expanding and growing in different directions and working with clients from multiple industries.

CEOCFO: Was it a deliberate strategy to diversify or was it strictly opportunistic?

Mr. Soto: It was more opportunistic. The major reason was that when we first started AVIO Consulting, the main product that we were working with was acquired by Oracle about a year after we started AVIO. Oracle's product strategy incorporated the Business Process Management (BPM) with some of their other middleware technologies. Before that occurred, we looked to diversify into perhaps other vendors or technologies, but when Oracle's BPM strategy was solidified, we decided to diversify within Oracle's Fusion middleware technology offerings instead of to other technology vendors.

CEOCFO: How does it work when a company comes to you? What are the steps to provide a solution?

Mr. Soto: The great thing about the work we do is that the technology and the philosophy that we apply can be applied to just about any business related process or problem. A typical customer comes to us with a specific pain point. Often, they are looking to streamline a process because it costs them too much or they are trying to grow by streamlining or automating their processes and do more productive work with less expense. Sometimes it is a limitation of their systems and sometimes it is a limitation of their processes, the people they have and their systems. Our specialty and primary service is to understand their issues, map out their processes around their issues and devise a strategy to optimize those processes by leveraging the Oracle Fusion Middleware technology and process optimization. We help customers with a variety of process. Those could be some common business processes such as employee onboarding, processing accounts payable, or customer service related processes. However, AVIO also works with customers on processes that are part of their core business. For example, we work with large banks on customer on boarding, lending, and investment related processes. One of my favorite projects was for Thomson Reuters. One of their primary offerings is to acquire information from a variety of different sources, editing and summarizing the content, and linking it to other related sources and publishing the information for their consumers. That whole process weaves through multiple people and systems and is not something that they can go out and buy a prebuilt software package to support. So, they built much of the systems in-house to support that process. We were able to help them optimize that process using the Oracle Fusion Middleware and were able to not only simplify their process but also optimize it so that they are able to process larger volumes and get it to their consumers much quicker. Projects like these allow customers not only to reduce overall operating costs but give them an opportunity to increase sales and keep customers satisfied.

CEOCFO: When you look at a company is it often very obvious what is wrong or do you have to dig deep to understand the problem before you get to the solution?

Mr. Soto: Every customer is unique. Some have obvious problems and can articulate their problems to us clearly, but they do not have the technology or the people to solve those problems. In other cases, it takes much more digging. They think they are doing things right but once you start digging in, we see some of the common patterns across different customers that begin to emerge and point us towards what some of the real issues might be. Once we do that we can point them out and devise a plan to address those.

CEOCFO: How do you reach potential customers?

Mr. Soto: We work a lot with Oracle to reach potential customers. We work exclusively with the Oracle Fusion

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- Monnie Soto

Middleware technology. That is one of the things that make us unique so it's easy for them to come to us with prospects and vice versa. Because Oracle has a recognized brand name, we partner with them on events to educate prospects and customers and this also drives leads to us. We also do some conventions and tradeshows like Oracle Open World where 50,000 people attend each year as well as some regional events across the country.

CEOCFO: What are some of the attractive characteristics of the Oracle product?

Mr. Soto: We strongly believe Oracle BPM is the Best-of-Breed product in the market now and the strategy Oracle has to combine it with other product offerings such as Fusion Applications makes it an obvious choice for customers looking to improve their business.

CEOCFO: You have a promise to

customers on your site about doing it right the first time but think big and start small and act fast. How does that play out in your actual interaction?

Mr. Soto: It is definitely one of our key philosophies to working with customers and helps us keep our promise. The challenge with many customers is they have opportunities or problems that are very difficult to solve in a short period much less on the first attempt. Our approach is to think strategically about the improvement opportunities that customers have but break them down into manageable components. We call it an agile approach. This way we are able to get quick wins early on and are able to show the value and the return on investment much faster while driving towards the strategic vision. What we see typically is that it becomes a viral situation where all the business units see how quickly things can be solved and everybody wants to be part of that. Suddenly, many of the issues that they had can be solved with this technology and this approach.

CEOCFO: What has been the effect of the economy on AVIO?

Mr. Soto: We have not seen a significant effect from the economy because we are industry neutral. When the economy is down, customers are looking to leverage technology to do more with less so this creates opportunities for us. When the economy is up, customers have the budgets to transform their business to allow them to generate more revenue or streamline processes. There is always an industry that has money to spend on technology and solutions so some years it might be financial services but of late it has been in the oil and gas industry. Fortunately for us, we have had more of an issue hiring the high caliber of people we are known for to keep up with demand.

CEOCFO: When hiring people what is the combination of qualities you need?

Mr. Soto: It is a combination for sure. Technology is definitely one of the key areas but we also look for people that have a strong academic record, leadership qualities, and strong consulting skills such as situational adaptability,

team collaboration, effective communication skills and the ability to manage expectations. It is very important for our people to be effective communicators along with their ability to adapt to a variety of technologies, industries, and situations. We typically work with a combination of people within a customer and they are typically on both the business and IT sides so we need somebody who is able to communicate well with both groups and help bring them together because this technology brings both business and IT together. Another quality we require is someone that enjoys traveling. We serve customers all over the world so our consultants get to experience a variety of destinations and cultures.

CEOCFO: What surprised you most as the company has developed?

Mr. Soto: I would say the difficulty in finding enough resources. Another one of our strategies is to favor quality over quantity. Finding the right people that have that right skills mix has been a bit more challenging than what we had originally anticipated.

CEOCFO: How is business these days?

Mr. Soto: Business is going very well. Last year we were one of the fastest growing companies in North Texas. We have been growing since inception and this year is no different. We are ahead of last year by 15%, so we are fully expecting that trend to continue.

CEOCFO: Why should the business

and investment community pay attention to AVIO Consulting?

Mr. Soto: We have a unique offering and have been growing quickly since inception. We have a list of Fortune 500 customers and that is not something that is easy to do for a company our size. We have worked with companies like Citi Group, United Healthcare, JP Morgan Chase, American Express and a host of other of others in the Fortune 500 list. They continue to rely on us and we fully expect to continue working with organizations of all sizes. Oracle's product strategy fits well with our capabilities and our skills are rare and costly to obtain. We have a bright future ahead, and I cannot wait to see it unfold.



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