



Documentation Enhancement and Process Optimization in Luna & Company Inc.

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Abstract

This project focuses on improving documentation and operational processes at Luna & Company Inc., an insurance service provider operating in Puerto Rico, Texas, and Florida. Rapid growth revealed inefficiencies in onboarding, workflow consistency, and digital tool usage. Using the DMAIC methodology, the team addressed issues such as lack of standardized documentation and unstructured training through targeted improvements. Key actions included developing a centralized digital knowledge base, digitizing workflows, and automating tasks with Microsoft 365 tools. Results included a 33% reduction in task time, onboarding cut from 14 to 7 days, and a 129% increase in digital tool adoption. Documentation errors dropped by 75%. Improvements were sustained through internal audits, dashboard monitoring, and KPI tracking. Strategic recommendations include ongoing training, performance monitoring, and continued integration of digital tools to sustain and build upon the improvements achieved.

Introduction

Luna & Company Inc. is an insurance service provider operating in Puerto Rico, Texas, and Florida that has experienced rapid growth in recent years. Founded in 2002, the company has a team of two licensed producers and four customer service representatives, managing a portfolio of over 400 clients. It offers P&C, life, and health insurance with a focus on personalized service, long-term relationships, and a strong commitment to continuous improvement.

However, this expansion has also revealed several operational challenges, particularly in process coordination and internal documentation. The lack of standardized workflows and limited integration of digital tools has led to recurring errors, delays in administrative tasks, and difficulties in onboarding new employees. These challenges highlight the need for strategic process optimization and a transition toward new technologies, including artificial intelligence and automation, to support scalability and operational efficiency.

These high-level challenges manifest most clearly in areas such as employee training, documentation, and workflow consistency. One of the main challenges identified at Luna & Company Inc. is the lack of structure in key operational areas, particularly employee training, documentation, and process standardization. New hires often begin without a formal onboarding plan or clear documentation of their roles, leading to inconsistent training experiences and prolonged learning curves. For example, a customer service representative started without knowing which systems to use for handling health insurance policies and had to rely on verbal instructions and busy colleagues. Additionally, the absence of standardized documentation practices means that procedures are recorded inconsistently—some in personal notes, others in emails or Word files—making it difficult for others to follow or update them. This issue is compounded by the lack of detailed processes, where routine tasks like issuing a new policy vary between employees due to undefined steps, unclear responsibilities, and missing checkpoints. These inefficiencies highlight the need for structured onboarding, unified documentation standards, and clearly defined workflows.

This project was developed to address these challenges by improving documentation practices, formalizing training protocols, and streamlining workflows. To achieve this, the DMAIC methodology was applied to guide the analysis, design, and implementation of sustainable process improvements.

Define Phase

During the Define phase, the project team established the scope and strategic objectives by engaging key stakeholders and conducting detailed process mapping sessions. Core problem statements were developed, highlighting issues such as task duplication, inefficiencies in employee training, and a lack of clarity in role ownership. These insights guided the formulation of SMART goals focused on establishing comprehensive documentation standards, reducing onboarding time by 50%, and achieving a minimum 75% adoption rate of internal digital tools within six months.

Measure Phase

The Measure phase centered on gathering quantitative and qualitative data to assess the extent of existing inefficiencies. Time-tracking studies demonstrated that repetitive documentation tasks consumed over 30% more time than necessary. Survey responses revealed that more than 60% of employees were uncertain about their specific responsibilities, and audit logs confirmed low engagement with the organization's existing software platforms. Figure 1 summarizes these findings, highlighting excessive time usage, unclear responsibilities, and limited digital tool adoption. This data provided a solid baseline for prioritizing improvement efforts and evaluating future progress.

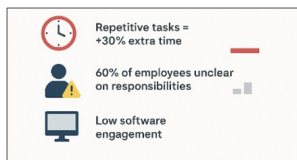


Figure 1
Key findings for Measure Phase

Analyze Phase

During the Analyze phase, the project team utilized root cause analysis tools, including Fishbone Diagrams and the "5 Whys" method, to investigate the underlying sources of operational inefficiencies. The analysis revealed several key issues: lack of centralized documentation, inadequate and unstructured training protocols, disjointed interdepartmental workflows, and limited digital integration.

Figure 2 illustrates a Fishbone Diagram representing the primary causes of documentation errors. These root problems contribute to broader inefficiencies across the organization. Based on these findings, all standard operating procedures (SOPs) were thoroughly revised to ensure clarity, consistency, and alignment with current workflows. Based on these findings, all standard operating procedures (SOPs) were thoroughly revised to ensure clarity and consistency.

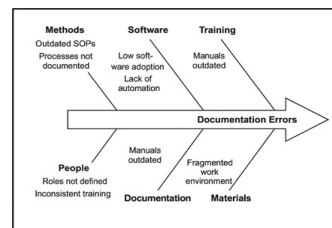


Figure 2
Fishbone Diagram

Improve Phase

During the Improve phase, targeted interventions were designed and implemented to directly address the root causes identified in the analysis phase. One of the key initiatives was the creation of a centralized digital knowledge base to streamline documentation and accelerate new employee training. Additionally, workflow diagrams were digitized using Lucidchart, and redundant manual tasks were automated through Microsoft 365 applications. As a result, task completion times were reduced by 33%, and the average onboarding period decreased from 14 days to 7. Table 1 summarizes the key performance indicators before and after implementation, highlighting the measurable improvements achieved.

KPI	Before	After	% Change
Average Task Time (days)	45	30	-33%
Onboarding Time (days)	14	7	-50%
Digital Tool Adoption (%)	35%	80%	+129%
Documentation Errors (1-10 scale)	8	2	-75%

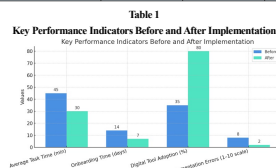


Figure 3
Fishbone Diagram

Control

To ensure the sustainability of improvements, the Control phase focused on embedding monitoring and compliance mechanisms into daily operations. Weekly dashboard reports were implemented, and monthly internal audits were conducted to verify adherence to new procedures.

Department heads received training to manage key performance indicators (KPIs), while a dedicated quality assurance coordinator was appointed to oversee long-term compliance and continuous improvement efforts.

Conclusions

Luna & Company Inc. achieved significant operational improvements through the DMAIC methodology. Key inefficiencies were identified, and sustainable solutions were implemented, such as process standardization, workflow digitization, and a structured onboarding program. These changes led to reduced task and onboarding times, increased use of digital tools, and fewer documentation errors. The company is now better positioned to grow and deliver consistent, high-quality services across Puerto Rico, Texas, and Florida.

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