Qlik

DATA ANALYTICS

AFIP Associação Fundo de Incentivo à Pesquisa

AFIP revolutionizes management, optimizes resource allocation and strengthens data-driven culture

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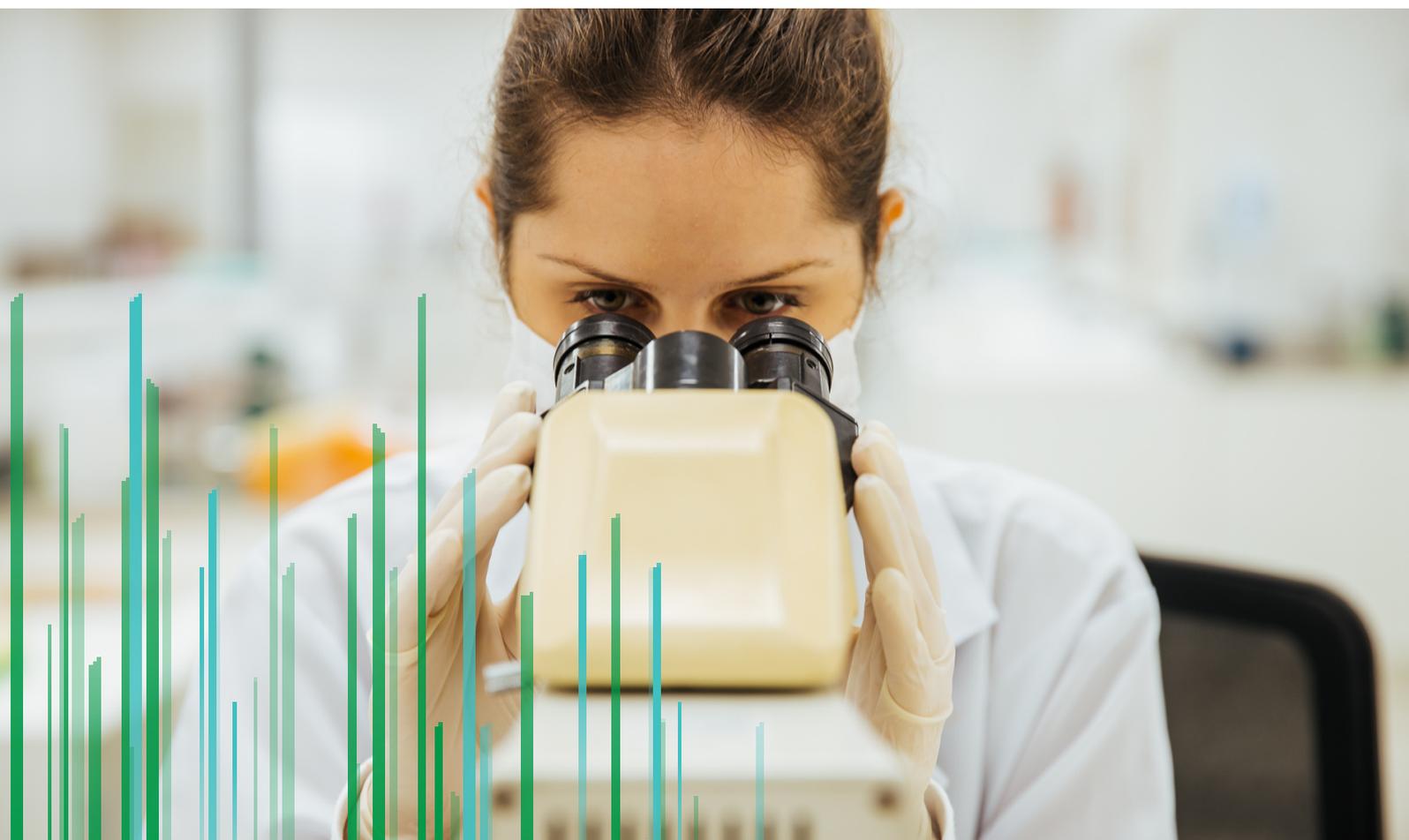
About Associação Fundo de Incentivo à Pesquisa (AFIP)

Associação Fundo de Incentivo à Pesquisa (AFIP), the largest clinical analysis laboratory in the outpatient network of Brazil's Unified Health System (SUS), is a private, non-profit, philanthropic institution that seeks to provide financial support for teaching, scientific research, and community health care activities in Brazil.

AFIP was looking for a solution to help accelerate its digital transformation and support the expansion of a data-driven culture. The project, developed using the Qlik Sense, is increasing operational efficiency for more assertive and strategic data-driven decision-making in areas such as HR, supporting the institution's diagnostic medicine and healthcare initiatives. Furthermore, it helps democratize access to information for employees and managers by creating digital governance and security policies. The project was developed in partnership with Grupo Inteligência de Negócios (IN), a Qlik Master Reseller in Brazil.

"We are on a journey toward an increasingly data-driven approach, aligned with emerging trends in advanced analytics for a highly innovative future. Qlik is helping us achieve this."

Priscilla Neves, Director of People Management & Culture, AFIP

Customer name
Associação Fundo de Incentivo à Pesquisa (AFIP)

Geography
Brazil, Américas

Industry
Health

Function
HR, Operations

Challenges
- Consolidate data for agile and effective decision-making
- Democratize access to information in the organization
- Improve demand predictability and professional staff allocation

Solution
Qlik Sense helped structure the analytics ecosystem, expanding access to data and optimizing areas such as HR to support diagnostic medicine and healthcare.

Results
- Governance policies with in-depth analysis expand data-driven culture
- Predictability in work shifts and 50% less overtime for one specific group
- Accessible platform for hundreds of managers and employees democratizes data

Data that helps save lives

In Brazil, a country of over 212 million people where many rely on the Unified Health System (SUS), every decision can mean the difference between a prompt diagnosis and delayed treatment. The availability of specialists is a particular challenge, and institutions like AFIP work tirelessly behind the scenes to deliver accurate exams and advance patient care, improving lives.

How can this mechanism keep running amid growing demand and the operational challenges of a fast-changing healthcare sector? To advance AFIP's mission of delivering excellent diagnostic medicine and healthcare services, it became essential to put data at the heart of decision-making. More than numbers and reports, data is a tool to organize resources, forecast needs, and ensure the financial sustainability that ultimately enables care for people.

The reality was challenging. Given the critical nature of AFIP's work and its need for a highly specialized team, the organization required a platform to integrate and connect operational data scattered across departments. Its operational complexity required a robust analytical approach to identify patterns, forecast demands, and optimize the allocation of human resources for public service initiatives, such as test collection.

One of the main challenges was organizing the cash flow related to overtime pay and managing employees' time banks. "We were dealing with siloed data on time banks and overtime pay. This made it difficult to correlate team availability with actual work demand and analyze whether there were employees with a negative balance receiving overtime. This impacted operational costs and hindered financial predictability," says Priscilla Neves, Director of People Management & Culture, AFIP.

Innovation and data-driven culture

With Qlik Sense in place, AFIP enacted an innovative project to integrate time bank and overtime payment information into a single dashboard.

The dashboard automatically updates from AFIP's HR applications, grouping employees by time bank status. With structured, connected analyses, AFIP began planning work schedules more proactively, maximizing time-bank use and balancing overtime pay. "As a result, we optimized cash flow and have already seen a 50% reduction in overtime for a representative group," explains Neves.

AFIP is also advancing data democratization by making information accessible and easy to understand, applying storytelling techniques in charts, indicators, and filters to create a more intuitive and dynamic user experience. Around 200 managers now use the Qlik platform to manage teams and resources, while other employees can view anonymized data. This widespread access enables faster decision-making at all organizational levels and strengthens a data-driven culture.
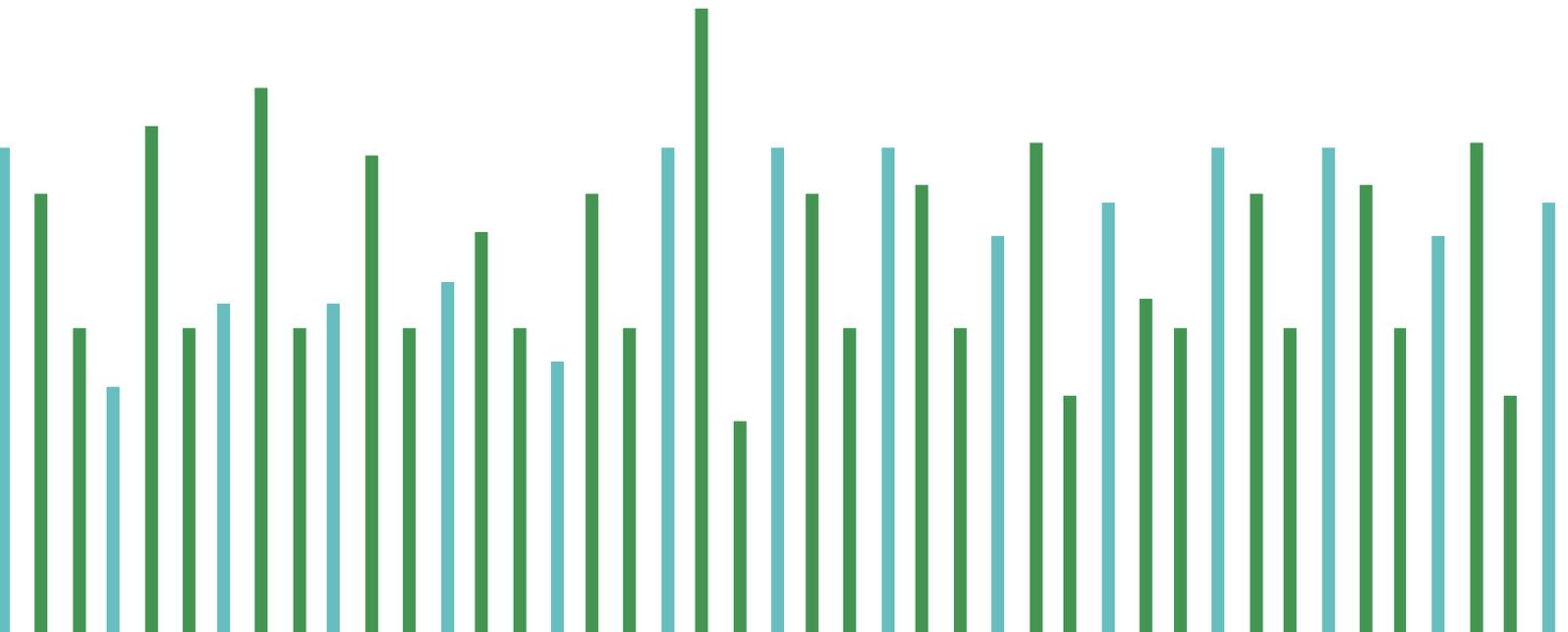
The dashboard ensures complete information security, allowing managers to access strategic data without compromising employee privacy and fully complying with the General Data Protection Law (LGPD), enabling more efficient and transparent management.

"AFIP is entering a new phase to further promote the responsible use of data and bring significant benefits to employees and patients. It has even created a data committee to support this journey. With the project developed with Qlik, we are collaboratively visualizing and interpreting data, generating insights that optimize processes with innovation and reliability. We are also fostering a collaborative data literacy environment, addressing the company's needs in a multidisciplinary manner, with initiatives focused on People Data Analytics. This way, we are enabling a culture that also focuses on people, integrating humanized insights into data

and facilitating the identification of potential inconsistencies," says Neves.

The next steps

As part of its evolution, AFIP is introducing predictive analytics to further optimize management. During outbreaks, demand for services surges, while staff absences from illness add pressure. By analyzing historical data from employee timesheets, seasonality patterns, laboratory applications, and CRM systems, AFIP can anticipate trends, prepare in advance, and expand operational capacity without service disruption. This foresight enables precise adjustments to staffing, equipment, and supplies — avoiding overload, boosting efficiency, and ensuring resources are available when they are needed most.

"With accessible data and detailed analytics provided by the project developed in partnership with Grupo IN and the Qlik platform, AFIP is increasingly able to make accurate and strategic decisions in a data-driven culture, encouraging constant innovation," says Bruno Guerra, CEO, Grupo IN.

Make analytics accessible to everyone

Learn more

About Qlik

Qlik transforms complex data landscapes into actionable insights, driving strategic business outcomes. Serving more than 40,000 global customers, the Qlik portfolio provides advanced enterprise-grade AI/ML, data integration, and analytics. Qlik's practical and scalable AI/ML tools drive better, faster decisions. Qlik is a leader in data integration and governance, offering complete solutions that work with diverse data sources. Qlik's intuitive analytics uncover hidden patterns, empowering teams to tackle complex challenges and seize new opportunities. Qlik is a strategic partner, and its expertise and technology-agnostic platform make its customers more competitive.

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About Grupo IN

With 20 years of experience in the market, Grupo IN's purpose is to continue to be a trusted partner for organizations seeking innovative data solutions in business intelligence. Over these two decades, Grupo IN has built expertise in data analytics and advanced technology, empowering companies and governments to make strategic decisions with confidence, optimizing processes, and driving growth and maturity in the Data Journey. In 2023, Grupo IN was acquired by NowVertical, expanding its operations to a global level and further strengthening its capacity as a trusted partner for organizations seeking innovative data solutions.

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