



The Decidr Singapore AI Readiness Index Report 2026

Singapore is building like a future agentic superpower — and the data is starting to confirm what many already sense.

The ambition is here. The investment is here. And increasingly, the results are here too. 77% of SMEs say AI has meaningfully enhanced their operations and growth over the past year. For enterprise that number is even higher, at 91%.

For a nation that has consistently turned strategic intent into economic reality, the pattern feels familiar. And encouraging. But there's a question worth sitting with: is Singapore building an AI-ready economy, or an AI-assisted one? Because right now, the data suggests the latter.

70% of perceived AI value comes from assistants and copilots — tools that help people move faster inside existing systems.

Custom agents and autonomous execution, where the next wave of value lives, account for just around 11%.

The top driver is efficiency and cost reduction. That's rational. But AI framed primarily as cost control tends to produce short-term wins and long-term ceilings.

This is Singapore's AI paradox: high literacy, genuine urgency — and confidence that dips sharply the moment leaders look beyond individual productivity to organisation-wide transformation.

Nearly two-thirds expect integration to be genuinely difficult. Fewer than half feel confident their processes are clearly documented. That's not a resourcing problem. It's a structural one — and it cuts across enterprises and SMEs alike.

The risk is real. Organisations running on general-purpose AI without the right foundations will hit a ceiling. The question isn't whether AI can do more — it's whether the operational layer exists to let it. If that isn't addressed now, momentum stalls and the window narrows.

But optimism is still the right instinct. Singapore has every ingredient to close that gap faster than almost anyone: strong digital infrastructure, a workforce built on adaptation, and a government actively investing in national AI capability.

And — as this report shows — leaders who aren't rushing blindly. They're slowing down in the right places to build correctly.

The organisations that build that foundation won't just use AI well. They'll outperform with it — and Singapore is well-placed to show the world how it's done.

David Brudenell

Co-CEO, Decidr

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01

Executive summary

What the index shows, and why it matters now

This Singapore study surveyed 511 decision makers across SMEs and enterprise to map where organisations sit on the AI adoption curve. The findings show strong AI literacy and real impact, but progress stalls when it comes to scale, process integration, capability and trust.



Singapore's momentum is real. Integration is lagging.

Singaporean businesses aren't debating whether AI matters. Impact is already real and expectations are rising.

Efficiency and cost reduction are driving urgency, yet confidence to roll AI out across the whole business is far lower. Around two-thirds expect process integration to be difficult.

Underneath this sit structural challenges: workflows aren't clearly documented, systems aren't deeply connected, and the operational foundations needed for AI to act — not just assist — aren't yet in place.

That's keeping value concentrated in general assistants and copilots, while truly autonomous, end-to-end execution remains early.

77%

believe AI significantly enhanced operations and growth over the past year

61%

have upskilled or trained teams in AI or data literacy

65%

anticipate high difficulty integrating AI into current processes

82%

face frequent operational challenges because too few employees know key workflows

Main blockers? Budget pressure, security and compliance risk, data readiness and the messy work of integrating AI into existing processes and workflows.



Singapore's AI readiness at a glance.

AI is already delivering impact

77% SMEs and 91% enterprise say AI has enhanced operations and driven growth (past 12 months)

Integration is the shared wall

65% SMEs expect process integration to be difficult (enterprise: 67%)

And it's expected to grow again

81% SMEs and 92% enterprise expect AI to have a greater impact in the next 12 months

Most value is seen in generative tools

Generative tools (like ChatGPT) and copilots account for 70% of value, while agentic execution sits at just 11%

Urgency is high

50% SMEs rate AI investment as urgent, rising to 67% in enterprise

AI is mostly used in smaller integrations

32% of SMEs have AI integrated into specific workflows, but only 6% have a business-wide platform

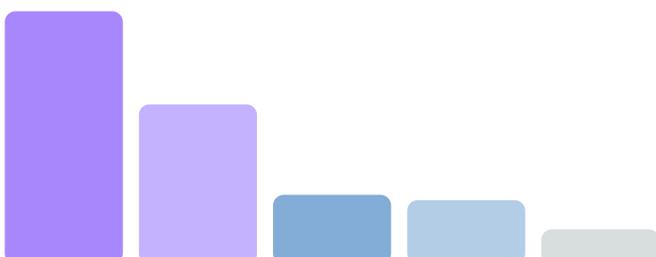
But confidence drops at scale

Only 38% of SMEs feel very confident implementing AI across the whole business (enterprise: 48%)

Where AI is expected to pay off first

Top impact areas are operations/logistics (51%) and customer support (44%)

Where value is coming from today.



- 43% assistants
- 27% copilots
- 12% custom
- 11% autonomous execution
- 6% image/content tools

Source: Z3. How would you allocate value across the following AI capabilities?

How AI is deployed.

	SMEs	Enterprise
Standalone tools used by individuals, e.g. ChatGPT, Microsoft Pilot, Google Gemini, etc.	38%	25%
Integrated only in specific processes or workflows	32%	33%
Embedded across multiple functions of the business	17%	31%
Centralised AI platforms across the whole business	6%	12%

Source: C4. How is AI currently deployed into your business operations?

02

Singapore AI snapshot

Our findings explained: Belief is high. Execution is lagging

This Singapore study surveyed 511 decision makers across SMEs and enterprise to map where organisations sit on the AI adoption curve. The findings show strong AI literacy and real impact, but progress stalls when it comes to scale, process integration, capability and trust.

AI is delivering. Scaling it is the challenge.

Singaporean leaders are already investing in AI and expect it to matter even more over the next 12 months. But when AI has to scale across the business, confidence drops and integration feels heavy. Enterprise is seeing stronger impact, yet the same operational friction shows up once AI meets real processes.

91%

of enterprise say AI has enhanced operations and growth in the past 12 months

81%

of SMEs expect AI to have a greater impact in the next 12 months

65%

of SMEs expect integrating AI into current processes will be difficult

38%

of SMEs feel very confident implementing AI across the business

1 Source: D3a. On a scale of 1 to 10, how impactful has AI been in enhancing your business operations and driving growth over the past 12 months?

2 Source: D3. On a scale of 1 to 10, how much greater impact will it have than it does now.

3 Source: C3. On a scale of 1 to 10, how difficult would it be to implement AI-powered tools into your current business processes?

4 Source: D1. On a scale of 1 to 10, how confident are you in your company's ability to implement AI across your business within your desired timeframe?

Literacy is high and practical.

Singaporean decision makers are aware of the key AI capabilities that will help them continue growing.

	Our organisation knows which AI capabilities will help us develop or keep an advantage over competitors	75%
	Our leadership team has a good understanding of key concepts in AI and automation	70%
	Our organisation has a good understanding of the difference between Generative AI vs AI agents vs Agentic AI	68%
	Our organisation has mapped potential AI use cases across multiple departments	67%
	Our organisation has upskilled or trained teams in AI or data literacy	61%

Source: B2. Below are some statements different companies might make about AI. To what extent do you agree or disagree each statement describes your organisation?

There's mounting pressure to invest.

69% of SMEs are investing in AI people or projects

61% say leadership is making AI a priority

Source: C2. Still thinking about the urgency in adopting AI... To what extent do you agree or disagree with the following statements applying to your organisation?

Adoption is slowly moving beyond personal tools.

Level of Adoption	SMEs	Enterprise
 Integrated into specific workflows	32%	33%
 Embedded across multiple functions	17%	31%

Source: C4. How is AI currently deployed into your business operations?

AI is moving into real workflows, but it isn't yet running across organisations. Wins are still being built team by team, not as shared infrastructure.

Enterprise is already seeing outcomes.

91% of enterprise say AI improved operations and growth in the past year

92% expect greater impact next year

Singapore is off and racing, but around two-thirds still expect process integration to be hard.

Source: D3a. On a scale of 1 to 10, how impactful has AI been in enhancing your business operations and driving growth over the past 12 months?
D3b. In the next 12 months, how much do you expect the impact of AI on your business to change?

03

Drivers

Efficiency today, better decisions tomorrow

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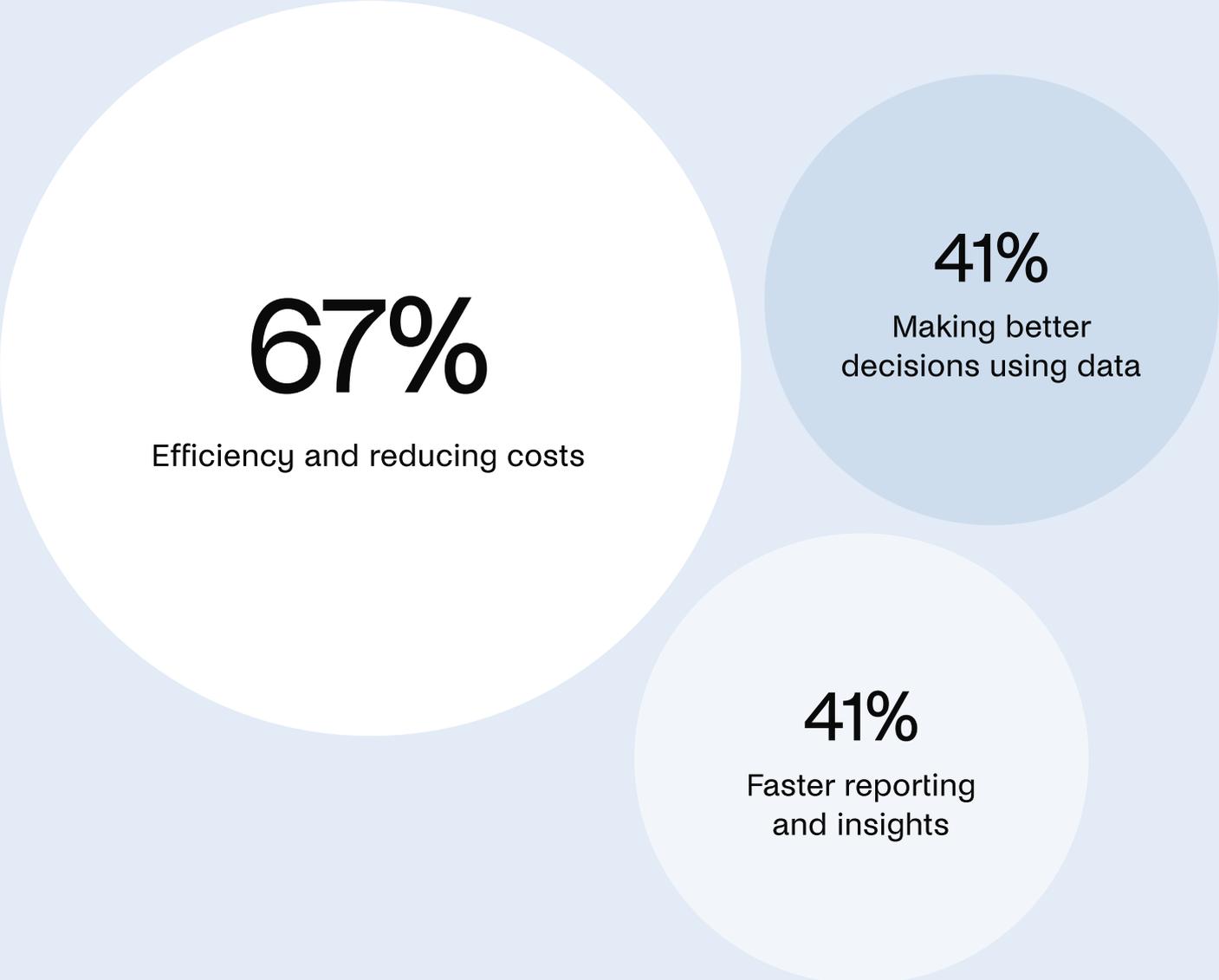


Singapore is buying AI for results, not theatre.

In a high tempo, high-cost market, Singaporean businesses are looking to AI primarily for operational optimisation and workforce support.

This isn't "innovation speed." It's operational spend. Singapore SMEs are adopting AI to increase capability and reduce friction, with decision quality and reporting speed close behind.

Top reasons for adopting AI



Pressure is mounting. AI is moving onto the leadership agenda.

Singaporean SMEs aren't just AI-curious; they're committing to it. Many say they're already investing in AI people or projects, and leadership is increasingly treating AI as a strategic priority.

Add in visible pressure from customers and the market, and you get a clear shift: AI is moving from something teams experiment with to something organisations feel they need to execute.

69%

say their organisation is already investing in people or projects committed to driving AI use

61%

report that leadership is focused on making AI a strategic priority

56%

feel there's active pressure from customers or the market to adopt AI

Source: C2. Still thinking about the urgency in adopting AI...To what extent do you agree or disagree with the following statements applying to your organisation?

Drivers for adopting AI

● Drivers ● Top driver

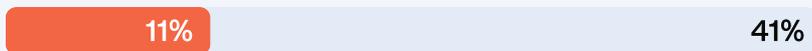
Efficiency / reduce costs



Improved workforce support and development



Making better decisions using data



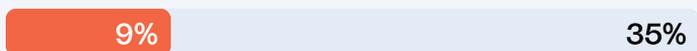
Faster reporting and insights



Making faster decisions / become more flexible



Better customer experience and personalisation



Improved collaboration across different departments



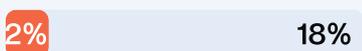
Competitive pressure



Top line growth / new revenue



Risk management / compliance



Source: B5a. What are the main reasons for your organisation's interest in exploring AI? B5b. And what is the primary reason for your organisation's interest in exporting AI?

04

Barriers

What's slowing adoption down: Security, budget, and hidden workflows

This Singapore study surveyed 511 decision makers across SMEs and enterprise to map where organisations sit on the AI adoption curve. The findings show strong AI literacy and real impact, but progress stalls when it comes to scale, process integration, capability and trust.



Not resistance. Real world friction.

Despite feeling the urgency, most Singaporean decision-makers say they lack confidence in implementing AI across their business, anticipating difficulties integrating it into business processes.

Leaders believe in AI, but the closer AI gets to core operations, the more the blockers look like cost, risk and messy integration.

38%

of SMEs feel confident implementing AI across the business

65%

of SMEs expect integrating AI into current processes will be difficult

Source: D1. On a scale of 1 to 10, how confident are you in your company's ability to implement AI across your business within your desired timeframe? C3. On a scale of 1 to 10, how difficult would it be to implement AI-powered tools into your current business processes?

The blockers are practical.

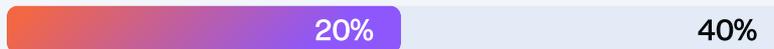
SMEs aren't stuck on ideas, they're stuck on constraints.

The biggest offenders: budget and security/compliance, data quality, alongside integration and capability issues.

SME barriers for adopting AI

● Barriers ● Top barrier

Budget constraints



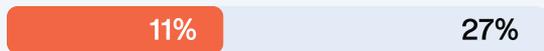
Security / compliance concerns



Data quality / availability



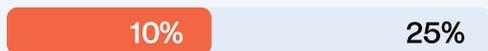
Lack of internal capability



Challenges integrating to our business processes



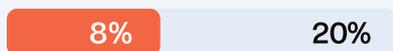
Lack of trusted providers/ AI platforms



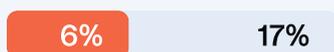
Unclear return on investment (ROI)



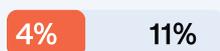
Difficult to find relevant experts familiar with our type of business



Do not know where / how to start



Leadership buy-in



Source: B6a. Which, if any, of the following are the main reasons preventing or delaying you from using AI in your business?

Bigger doesn't mean easier.

Enterprise has more capability, but their clearest blockers are even more operational: **integrating AI into business processes and data quality/availability.**

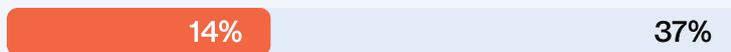
Enterprise barriers for adopting AI for

● Barriers ● Top barrier

Challenges integrating to our business processes



Data quality / availability



Budget constraints



Security / compliance concerns



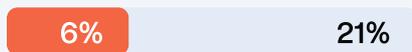
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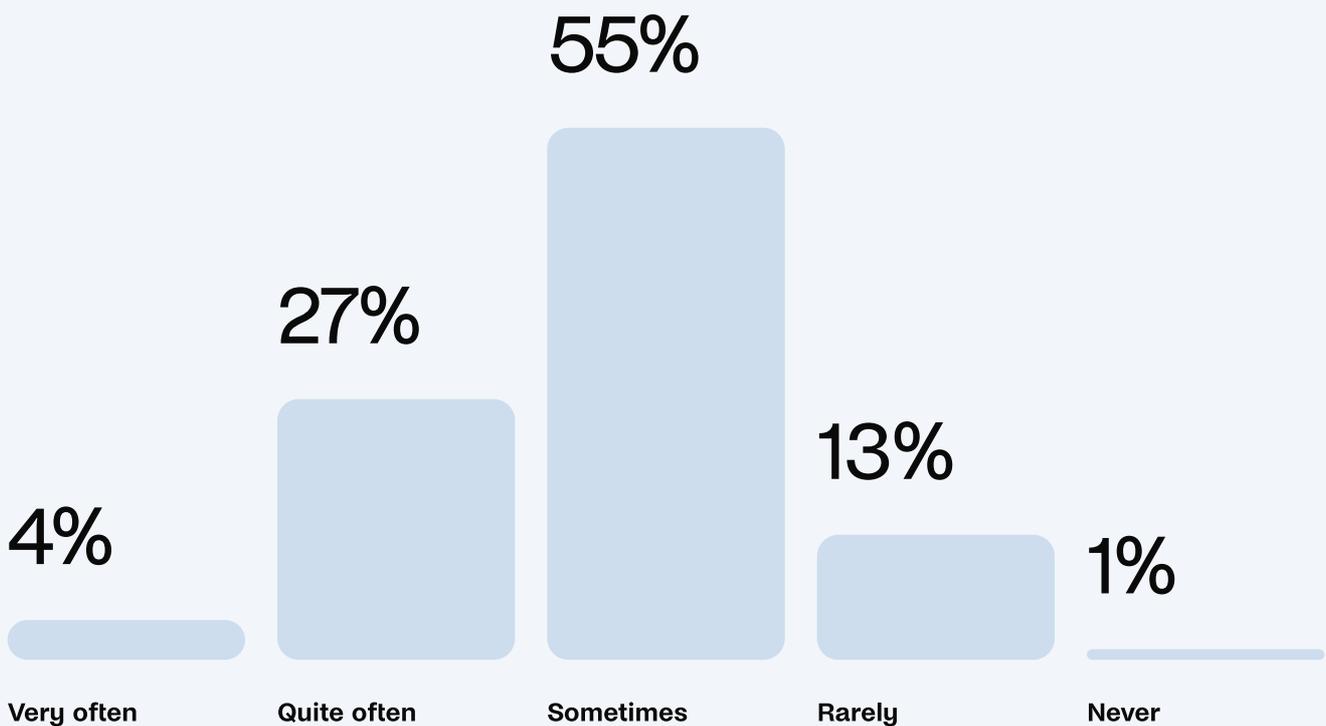
The hidden barrier: Process immaturity.

A major underlying hurdle to AI integration is poor internal process documentation.

Only 43% of leaders are confident workflows and processes are clearly captured and kept up to date.

82% report challenges because too few employees know key workflows.

How often businesses face challenges due to few employees knowing key workflows



When processes aren't captured and kept current, AI can't plug into day-to-day operations safely. Work stays stuck in a few people's heads, integration turns into exception-handling, and "automation" becomes risk.

"Singapore has the ambition, the intent, and the momentum — and few countries are better placed to lead what comes next.

The countries that win the next wave won't be the ones that used AI first. They'll be the ones that think structurally and build properly."

David Brudenell
Co-CEO, Decidr



05

Impact areas

Where AI is hitting

This Singapore study surveyed 511 decision makers across SMEs and enterprise to map where organisations sit on the AI adoption curve. The findings show strong AI literacy and real impact, but progress stalls when it comes to scale, process integration, capability and trust.

AI delivers the biggest wins where the business is under load.

Singapore leaders can see benefits in the parts of business where pressure is constant and mistakes are expensive. Namely, operations and customer support.

Put simply, this pattern shows a market that wants **practical, near-term impact** where pressure is highest. It also lines up with the broader story in the data: AI is being adopted for efficiency and throughput, but the hard part is still connecting it into day-to-day processes so the gains compound.

Areas of business expected to benefit from AI:

	Operations/ logistics (Top 1)	51%
	Customer support (Top 2)	44%
	Product or service development (Top 3)	34%
	Marketing	31%
	Strategy & planning / leadership	30%
	Finance	25%
	Sales	23%
	Human resources (HR)	23%

Source: B4. Which areas of your organisation do you think would benefit the most from the use of AI?

The benefits are clear. The scope is limited.

Singaporean businesses are AI-literate and clearly understand its benefits. But the results show they're thinking pragmatically, not yet systemically.

While they're using AI to **automate admin, speed reporting and surface insights**, the bigger prize they're not yet seeing is coordinated, cross-team execution.

Benefits that businesses expect from AI:



**Efficiency /
Reducing costs**

"We can use AI to automate a lot of processes...which can reduce manpower costs...so we need less people and time to run the business."

"Automating routine tasks such as scheduling, data entry, and report generation."

"Increased operational efficiency: AI can automate time-consuming manual processes such as data entry, reporting, and routine administrative work, allowing our team to focus on higher-value tasks."



**Improved workforce
support & development**

"It has provided automation solutions to manual work so it frees up time for us to engage in more meaningful and high impact deliverables."

"AI can improve workforce support and development by providing employers with faster access to information."



**Making better decisions
using data**

"AI can comb through large datasets to provide insights and analysis into the business."

"The data generated from AI can help our organisation make better and faster decisions."

"With high data accuracy and integrity, our organisation would be able to make decisions more effectively."

Source: V1b. You mentioned that your main reason for exploring AI is...? How do you expect AI to improve things for your business in this area? Please provide examples of the benefits you expect, or the problems it will help to solve.

06

Current usage

Generative vs agentic AI

This Singapore study surveyed 511 decision makers across SMEs and enterprise to map where organisations sit on the AI adoption curve. The findings show strong AI literacy and real impact, but progress stalls when it comes to scale, process integration, capability and trust.

Most value is still coming from generative tools.

AI is helping people work faster, more than it's running the work. More than half of businesses surveyed are moving beyond standalone tools, but most value still comes from general assistants and copilots. Custom builds and autonomous execution are still a small slice, a clear sign the market is early on the AI adoption scale.

41%

Generative AI tools (e.g. ChatGPT, Claude, Gemini)

26%

AI copilots built into work tools (e.g. Microsoft copilot, slack notion)

12%

Custom built AI models or agents

11%

AI agents that autonomously execute tasks

6%

Image or content generation tools (like DALL.E or Midjourney)

Source: Z3. And how would you allocate that value across the following AI capabilities?

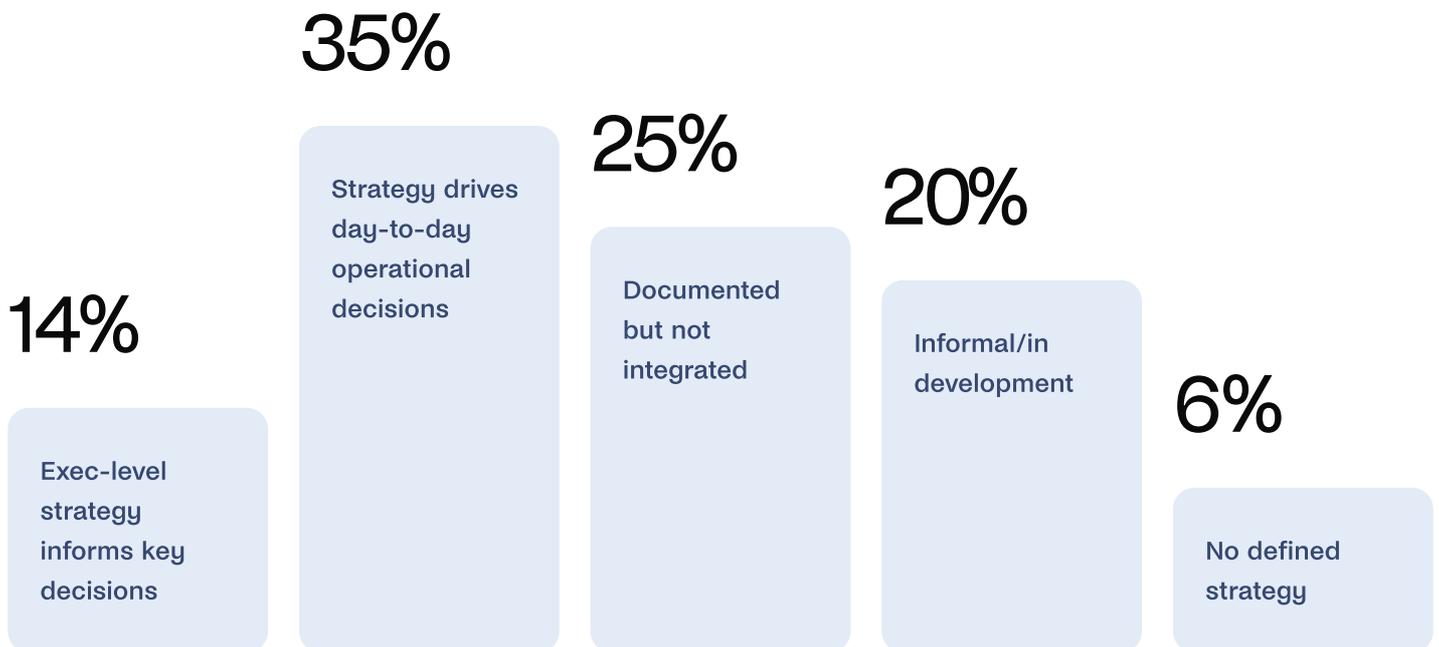
Most gains are still happening at the edges of work, not across end-to-end workflows. When it comes to agentic AI, organisations haven't yet unlocked the kind of compounding gains that come when AI can run work end to end across systems.

The strategy gap.

Most Singaporean businesses now have an AI strategy in place, but it's still uneven. Many leaders have direction, fewer have made it run day to day.

Nearly half (**49%**) of Singaporean SMEs say AI strategy is already shaping decisions: **14%** at exec level and **35%** in day-to-day operations.

But just over half (**51%**) are still not fully operational: **25%** have a documented strategy that isn't integrated, **20%** are still developing one and **6%** have no defined strategy.



Source: C5. Which of the following best describes your organisation's current strategy in AI?

That gap matters because AI doesn't scale on intent, it scales when priorities, ownership and guardrails are clear enough to turn decisions into repeatable execution.

Adoption is moving beyond standalone tools, but platforms are still rare.

AI is spreading, but it's not yet compounding. Singapore is moving from personal productivity to workflow change, but genuinely centralised, business-wide AI platforms are still the exception. That means many teams are getting wins, but those wins don't automatically scale across functions.

Stage of Adoption	SMEs	Enterprise
 Task & Process Level	32% have AI integrated into specific processes	25% still with a meaningful chunk on standalone tools
 Cross-Functional Level	17% have it embedded across functions	31% shows more embedding
 Centralised Platform	6% report a centralised platform	12% show a higher platform share

Source: C4. How is AI currently deployed into your business operations?

Adoption is happening, but in pockets. Organisations are building “local intelligence” inside teams before they build “organisational intelligence” across the whole business. And until there's a shared operating layer, AI remains something departments use, not something the organisation runs.

07

Enterprise vs SMEs

Different starting lines, similar blocks

This Singapore study surveyed 511 decision makers across SMEs and enterprise to map where organisations sit on the AI adoption curve. The findings show strong AI literacy and real impact, but progress stalls when it comes to scale, process integration, capability and trust.

Enterprise has momentum. SMEs have urgency. Both have work to do.

Enterprise leads on knowledge, confidence and impact but integration difficulty is almost identical. Key differences between enterprise and SMEs:

Metric	Enterprise	SMEs
Confident on AI basics	88%	72%
Seeing stronger results already (Operations and growth in past 12 months)	91%	77%
Bullish about what's next (Expecting greater impact in next 12 months)	92%	81%
AI feels more urgent	67%	50%
Confident rolling AI out across the business	48%	38%
The hard part is shared (Expect process integration to be difficult)	67%	65%

Tools are easy. Coordinated execution is the advantage.

A closer look at the gap.

Enterprise has more resources, but it still behaves like a large organism: lots of motion, formalisation still catching up.

The blocker profile changes with size: SMEs feel cost and risk, enterprise feels plumbing

- SMEs' top barriers are budget and security/compliance, alongside capability, data and integration.
- Enterprise's top barriers are integration into business processes and data quality/availability (both **37%**).

Enterprise has higher urgency, but the confidence gap is still there

- Urgency is higher in enterprise (**67%**) than SMEs (**50%**), yet confidence doesn't rise at the same rate (**48%** enterprise, **38%** SMEs).

Strategy maturity looks different: SMEs are embedding, enterprise is still formalising

- Enterprise: **45%** say they have a clear AI strategy and roadmap, while **50%** are experimenting without a formal strategy.
- SMEs: **14%** exec-level strategy and **35%** say AI strategy drives day-to-day operational decisions, but **25%** are documented-not-integrated and **20%** informal/in development.

Key comparisons:

Metric	Enterprise	SMEs
AI embedded across multiple functions	31% (Almost twice as likely)	17%
Centralised AI platform	12% (Twice as likely)	6%
Share in standalone tools	25%	38%

08

Opportunities

How to move forward safely and at speed

This Singapore study surveyed 511 decision makers across SMEs and enterprise to map where organisations sit on the AI adoption curve. The findings show strong AI literacy and real impact, but progress stalls when it comes to scale, process integration, capability and trust.

Key takeaways.

What we heard loud and clear.

1

AI is already delivering, and leaders expect even more impact over the next 12 months.

2

This is an efficiency story first: AI is being funded to cut costs, remove operational drag and lift capacity.

3

Urgency is real, but confidence drops at scale: rolling AI out across the whole business still feels hard.

4

Integration is the wall for both SMEs and enterprise, even when capability is higher.

5

Workflows are the hidden constraint: when processes aren't captured and knowledge lives in a few heads, AI can't scale safely.

6

Most value is still coming from early-stage AI: from assistants and copilots, while truly autonomous execution remains early.

Singapore's next AI advantage.

Turning momentum into outcomes.

To succeed, Singapore's next wave of AI adoption needs to:



Move from individual help to business-wide results

Most value today comes from assistants and copilots, while autonomous execution is still early.



Make good wins spread across teams

Adoption is moving beyond standalone tools, but truly business-wide platforms are still rare.



Make strategy run day to day

Many have strategy in place, but not all have integrated it into operations.



Make workflows clear enough for AI to plug into

Workflow capture and key-person dependency are still holding back scale.



Turn trust into speed

Security and compliance concerns show that safe deployment is what unlocks faster adoption.



Start where payoff is expected first, then scale

Operations and customer support are the clearest near-term impact zones.

The fastest path is an approach that plugs into your workflows, keeps guardrails on and scales across teams.

About DecidrOS

DecidrOS is an agentic operating system for business — the infrastructure layer that allows organisations to run with AI agents, connected data, and coordinated workflows.

Why progress stalls

Most organisations are trying to adopt AI on top of a messy reality: disconnected applications, manual handoffs, inconsistent data and workflows that live in people's heads. That's why progress stalls.

You can get quick wins from standalone tools, but scaling AI across the business requires something more basic: shared structure, connected systems and guardrails you can trust.

DecidrOS provides that foundation

It connects your apps and data into one coherent system, turns workflows into something software can actually follow and applies consistent governance across teams.

Instead of AI helping one person at a time, you can run coordinated workflows that move tasks forward across systems with visibility and control.

DecidrOS is not another tool to manage. It's the layer that makes AI useful across the whole organisation, safely and repeatedly.

What makes DecidrOS different.

Most AI software helps individuals do tasks faster. DecidrOS is built to make the whole business run better.

It starts with a simple idea: if you want AI to work across the organisation, you need a shared way to represent how the business works, before you automate anything. DecidrOS uses a schema-first foundation, meaning your core business entities, workflows and decisions are structured up front so systems can connect reliably, with clear guardrails.

What this unlocks:

	Organisational intelligence	A shared intelligence layer built on your business data, documents and workflows, so people and AI can act with the same context.
	Decidr schema	A common language for the things your business runs on, customers, products, transactions and workflows, so tools and systems can work together without brittle glue code.
	Live records	A consistent, up-to-date operational view across systems, so decisions don't depend on who has the latest spreadsheet.
	Context-aware search and reasoning	Answers grounded in your organisation's files, tools and communications, not generic web knowledge.
	Live integrations	Direct connections to the systems you already use, CRM, finance, collaboration and more.
	Workflow orchestration	Coordinated workflows that can move work across systems end to end, with visibility, approvals and controls.

Together, this moves organisations from tool sprawl and disconnected pilots to a single operating layer where AI can support real execution safely and repeatedly.



Drive real business results with DecidrOS.

By structuring operational data and enabling coordinated agents to act across systems, DecidrOS helps businesses unlock tangible operational improvements.

Organisations using DecidrOS have achieved:

50–70% reduction in time spent finding or reconciling information

10x increase in automation coverage (support, finance, ops)

3x faster delivery of projects, campaigns and operational initiatives

Rather than layering automation onto fragmented processes, DecidrOS empowers businesses to run operations with clarity, coordination and continuous improvement.



Capturing the knowledge AI needs to operate.

Most organisations are investing in AI. But many struggle to move beyond pilots.

The reason is simple: AI cannot operate without understanding how a business actually works.

Critical operational knowledge often lives in people’s heads — their judgement, exceptions, workarounds and decision rules. Without this context, AI models lack the execution logic needed to act safely in real business workflows.

Decidr partners with Sugarwork.

To address this gap, **Decidr partners with Sugarwork**, the organisational intelligence layer for AI.

Sugarwork captures tacit knowledge across the business and converts it into **machine-ready decision structures** that AI systems can understand and execute. This includes:

- 

Decision rules and operational logic
- 

Workflow exceptions and edge cases
- 

Role behaviour and judgement patterns
- 

Governance-ready decision frameworks

From organisational knowledge to AI execution

Together, Sugarwork and Decidr create the foundation for scalable AI.

Sugarwork

Discovers and structures how decisions are made across the business.



DecidrOS

Turns that decision logic into inspectable execution flows and agentic automation. The result is AI that operates with real organisational context — not just data.



"DecidrOS turns ambition into momentum, connecting every decision, every insight and every action to the future an organisation wants to create."

Paul Chan

Founder and Co-CEO, Decidr



Discover your AI readiness

AI is moving fast, but readiness varies wildly. The Decidr AI Readiness Assessment helps you pinpoint where your organisation is strong, where it's exposed, and the practical steps to turn scattered experiments into repeatable, measurable results.

Take our 3 minute [AI Readiness Test](#).

