

Insurance Agency Management Software Category

SUMMER 2025 Customer Success Report







Insurance Agency Management Software Category

Insurance agency management solutions assist insurance agencies to efficiently handle their business. These tools offer the features of marketing automation and CRM platforms to enable agents to improve relationships with their prospects and customers. Further, these systems include back-office functionalities like commission processing and automated workflows to improve agent efforts.

Insurance agency management systems can store an agency's client data such as policy documents, statements, and notes. They offer reporting features for analysis of account status and sales performance. Finally, they also present functions for streamlining and automating agent workflows.



The FeaturedCustomers Customer Success ranking is based on data from our customer reference platform, market presence, web presence, & social presence as well as additional data aggregated from online sources and media properties. Our ranking engine applies an algorithm to all data collected to calculate the final Customer Success Report rankings.

The overall Customer Success ranking is a weighted average based on 3 parts:



CONTENT SCORE

- ✓ Total # of vendor generated customer references (case studies, success stories, testimonials, and customer videos)
- Customer reference rating score
- Year-over-year change in amount of customer references on FeaturedCustomers platform
- ✓ Total # of profile views on FeaturedCustomers platform
- ✓ Total # of customer reference views on FeaturedCustomers platform



MARKET PRESENCE SCORE

- ✓ Social media followers including LinkedIn, Twitter, & Facebook
- ✓ Vendor momentum based on web traffic and search trends
- Organic SEO key term rankings
- Company presence including # of press mentions



COMPANY SCORE

- Total # of employees (based on social media and public resources)
- Year-over-year change in # of employees over past 12 months
- ✓ Glassdoor ranking
- ✓ Venture capital raised



Award Levels



MARKET LEADER

Vendor on FeaturedCustomers.com with substantial customer base & market share. Leaders have the highest ratio of customer success content, content quality score, and social media presence relative to company size.



TOP PERFORMER

Vendor on FeaturedCustomers.com with significant market presence and resources and enough customer reference content to validate their vision. Top Performer's products are highly rated by its customers but have not achieved the customer base and scale of a Market Leader.



RISING STAR

Vendor on FeaturedCustomers.com that does not have the market presence of Market Leaders or Top Performers, but understands where the market is going and has disruptive technology. Rising Stars have been around long enough to establish momentum and a minimum amount of customer reference content along with a growing social presence.

2025 Customer Success Awards

Check out this list of the highest rated Insurance Agency Management Software based on the FeaturedCustomers Customer Success Report.





























* Companies listed in alphabetical order









ABOUT APPLIED SYSTEMS



Applied Systems is a leading provider of software that powers the business of insurance. Applied is recognized as a pioneer in agency and brokerage management systems and data exchange between agencies, brokers, carriers and their clients. Automating the insurance lifecycle for more than 140,000 insurance professionals, 12,000 agencies and brokerages, and 350 carriers worldwide, Applied enables millions of people around the world to safeguard and protect what matters most.

351

TOTAL CUSTOMER REFERENCES

VIEW ALL REFERENCES

FEATURED TESTIMONIALS

In Migrating to Applied EpicOnline and implementing additional Applied software has propelled our agency to a new level of efficiency that enables us to manage growth and dynamically expand our book of business.

JOHN JOHNSON
PRESIDENT, MCDERMOTT COSTA INSURANCE

With Applied certTrax, we are able to open up the discussion about risk transfer. From a new business perspective, it shows we are here to assist them with a holistic risk management program.

MIKE SALAZAR
CLIENT SERVICES MANAGER, GREGORY & APPEL

**Applied certTrax allows our clients to manage their risks in a much more systematic and cost-effective way. Certificate tracking isn't as time-consuming, nor does it require as much manual labor as before. **I

MEI KIN CHEW FINANCIAL ANALYST, MARKET FINANCIAL GROUP

We have a very high retention rate. Applied Epic has done a great job because we minimize errors and automate customer communications.

TOM HEIST

THOMAS HEIST INSURANCE AGENCY, THOMAS H. HEIST INSURANCE AGENCY















ABOUT IPIPELINE



iPipeline leads the industry in providing the next-generation suite of sales distribution software to the insurance and financial services markets through its on-demand service. iPipeline's channel solutions for carriers, distributors, and financial institutions automate activities for health class estimation, CRM, forms distribution and processing, quotes and illustrations, e-Applications, agency management, data services, policy delivery and policy holder services, enabling the entire industry to market, sell, and process faster. iPipeline provides the process automation and seamless integration needed on a global basis...

45

TOTAL CUSTOMER REFERENCES

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FEATURED TESTIMONIALS

■■ iPipeline's iGO e-App software and associated products are a success story at Southern Farm Bureau Life. Our agents are realizing sales efficiencies that they simply have not had in the past. Our placement rate is currently in the ninety-seven percent (97%) range for all newly issued policies in 2013. Our Home Office operations are realizing new business processing efficiencies that are simply stunning. ■■

RICK MCKISSACK
DIRECTOR OF PROJECT MANAGEMENT, SOUTHERN
EARM BLIDEALL LIEF INSLIDANCE COMPANY

IThe most astounding feedback from agents has been questioning why some carriers don't offer e-Delivery. Electronic is the new norm. They want to know why it's not available, and they're electing to work with carriers whose products can be e-Delivered on a multi-carrier platform. *IT**

KRAMER LAWSON
MANAGER, NEW BUSINESS AND UNDERWRITING
VAI MARK SECURITIES

••• A lot of admin time was being spent on smaller cases and both ORG and agents were losing money on small term applications — it just wasn't worth it. iGO e-App and Drop Ticket just made sense. All internal personnel including the CEO [at ORG] were behind the decision from the get-go. It seemed like a natural progression for our business.

DUSTIN JOHNSON
DIRECTOR OF MARKETING & OPERATIONS, ONE
RESOURCE GROUP

We love using iGO. And our producers, we're slowly, but surely, getting them to use iGO, and they seem to be very receptive to it.

RAY HUNT
PRESIDENT, HUNT FINANCIAL GROUP















ABOUT VERTAFORE



Vertafore is the leader in modern insurance technology and serves more industry customers across all parts of the insurance distribution channel than any other InsurTech company. With solutions for agencies of all sizes, carriers, MGAs, MGUs, state governments, and educational institutions, no other technology partner offers more options to connect members of the insurance industry with one another and keep their businesses running smoothly. Whether it's agency management systems, ratings and connectivity, regulation and compliance—and more—Vertafore is leading the way and delivering results that make a...

175

TOTAL CUSTOMER REFERENCES

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FEATURED TESTIMONIALS

F: Fundamental for transacting new business growth to our agency. S: Secures accurate carrier rates that easily bridge into carriers sites for faster point of-sale process. C: Consistently streamlines the quoting process, and is a great data source for other cross-sell/up-sell opportunities. *

ANNIE L. GARCIA
TOLMAN & WIKER INSURANCE SERVICES, LLC

InsurLink is so much easier. And our employees could keep doing their job the way they always knew how to do it. That is what they loved about InsurLink: it did not create a lot of change.

DIAN LEWIS
ROSS & YERGER

INWe try to conform to the way our clients individually want to work with us. InsurLink is flexible and allows us to have that personal touch, that individual relationship with each of our clients.

LISA VOGENEY
COMMERCIAL LINES MANAGER, AMADEN GA'
AGENCIES

I can't live without this tool now. My agency has not only grown, but we're also thriving.

MARK BAILEY
CO-FOUNDER, BAILEY FAMILY INSURANCE















ABOUT ZYWAVE

Z**)**WAVE

Zywave is a leading provider of software-as-a-service (SaaS) technology solutions for the insurance industry. The company's products include web-enabled marketing communications, business intelligence and analytics, client resource portals and agency management tools. More than 3,500 brokerages worldwide-including more than 90 of the top 100 U.S. insurance firms-use Zywave's proven solutions to differentiate themselves from the competition, enhance client services, improve efficiencies and achieve organic growth.

96

TOTAL CUSTOMER REFERENCES

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FEATURED TESTIMONIALS

**Morking with the team at Code SixFour has been an absolute delight. The approach they take with our team has been a refreshingly unique and client-centric one and has contributed to the retention and procurement of excellent clients for our firm. Code SixFour raises the bar and we are grateful for the positive impact they have made on our infrastructure and our processes. **I

PAUL YOUNKINS
FOUNDING PRINCIPAL, TRIBRIDGE PARTNERS

■ The way all of the Zywave products tie together is phenomenal. It has evolved into a very valuable tool for us. ■

ROBERT CHURCH
BUSINESS INTELLIGENCE SPECIALIST, ORGILL/SINGER &
ASSOCIATES

II During the proposal phase, Zywave gave us such high-quality material to use in our sales pitch. We knew with that information, we could win them over. Now, we give them HSA information and also compute their rates so they don't have to go back to their carrier to get them.

DARRYL FAWCETT
CLU, CHFC, PRESIDENT, THE FAWCETT GROUP

Our numbers over the course of the past six months are up significantly.

KEVIN BERNTSEN
VICE PRESIDENT, ADMIRAL INSURANCE BROKERAG

TRUSTED BY





∠CornerstoneGroup













ABOUT AGENCYBLOC



AgencyBloc is the #1 Recommended Insurance Industry Growth Platform that serves the health, senior, and benefits industry with a suite of solutions that can be strategically utilized to support the operational and growth needs of independent insurance agencies, GAs, IMO/FMOs, call centers, and carriers.

420

TOTAL CUSTOMER REFERENCES

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FEATURED TESTIMONIALS

AgencyBloc has been vital for our company since we started using it in 2018. The ability to have our clients and commissions in one easy portal has been amazing. Through the years, we have used the support feature to live chat with a member of the AB team and have never come away with an unresolved problem. AgencyBloc listens to our ideas for improvements or concerns. I would recommend AgencyBloc to anyone who needs a Customer Resource Management system. *I

NANCY M.
SECURITY FIRST BENEFITS

I enjoy using AgencyBloc, and they have helped automate much of the administrative and client onboarding activities with my practice. I would highly recommend them!

JUSTIN C.
THE MEDICARE HELP DESK

**AgencyBloc is a tremendous help to our agency. They have easy-to-understand and prebuilt graphs and reports, allowing for easy insight into the data that matters. We have been able to grow our agency and save upwards of 20+ hours weekly on the commission tracking alone! They continue to make improvements and strive to provide the best product they can.

KYLE A.

TOMI IN BENEEIT PLANNING

AgencyBloc's ease of use is critical for me. The layout is user-friendly and easy to navigate. It's taken my 10-hour workday down to only 7.5 hours!

CHARLINE C.













ABOUT EZLYNX



EZLynx® develops industry-leading cloud-based software for the insurance industry. EZLynx software has helped independent agents operate their businesses more effectively for over ten years. EZLynx is proud to be the innovators of several products that, previously, the insurance industry had never seen, including: Real-time rating, Agency Pulse™, Policy Sync, eSignature integration, and a unified rating and management system.

66

TOTAL CUSTOMER REFERENCES

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FEATURED TESTIMONIALS

If you're on the fence about getting EZLynx, don't wait. Just go ahead and do it because by waiting, you don't realize how much time you're wasting in your agency. At first, I thought I was too small to have an agency management system, but it freed up so much time and has been an absolute blessing.

BEN WILLIAMS
OWNER, BEN WILLIAMS INSURANCE GROUP

I chose EZLynx because they checked all my boxes. I had the chance to shop around, but no one else offered the complete picture. They're affordable, value relationships, and are ready to grow with you.

EMILY WYCPALEK
CO-FOUNDER, GROUND UP INSURANCE

**IEZLynx Management System is absolutely the best system I have experienced. The system is easy to use. The tutorials are well put together. The information is accurate. I am very happy with it. Thank you for introducing me to the EZLynx system. **I

CHARLES 'CHUCK' HOLSINGER
CACTUS INSURANCE AGENCY

III I had to describe EZLynx in one word, I would probably say unified. It's one, unified platform that an agency can go to and find solutions for whatever their agency needs.

LUKE ROYAL
SMART CHOICE MIDWEST REGIONAL DIRECTOR, SMART
CHOICE

















ABOUT INSLY



Insly is on a mission to give every insurer and broker access to enterprise-grade software, without the financial risk of prohibitive upfront costs or long implementation cycles. Founded in 2013 by Risto Rossar, Insly combines deep insurance expertise with flexible, modular technology designed around the needs of MGAs and insurers. Its solutions span the entire insurance lifecycle - from product development and underwriting to finance, accounting, and AI innovation. Fast to implement and priced for growth, Insly helps insurance businesses scale with confidence.

66

TOTAL CUSTOMER REFERENCES

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FEATURED TESTIMONIALS

**Insly's taken that all away now because the platform can manage to generate the quote for us without us having to look at it. We get very few referrals from brokers because the system eliminates all those 'iffy' enquiries - whether it's going to be acceptable/not acceptable. The brokers know that if the system provides a quote, then that's the quote that will go ahead. So they don't have to ring or email us for a referral. They know straight away that the price is the price. They can go on cover and reduce their admin time as well. **I

PAUL GALLOWAY

FOUNDER & MANAGING DIRECTOR, UK INSURANCE SOLUTIONS

II In just two weeks, Insly helped us set up a broker portal to promote our products at BIBA and the solution was well received by our brokers.

KEITH JULIAN

DIRECTOR AND UNDERWRITING MANAGER, MGA

II Insly has given us a tool to enhance an already first-rate service. Clients say turnaround is so much quicker and it gives our underwriters time to have richer conversations with customers.

ALEX BROWN

DIRECTOR OF GROWTH AND COMPLIANCE, LONDON MARINE

II Insly system provides us with enormous amounts of data, which we can manipulate to help us achieve a better standard of underwriting profit.

GARY HIRST

PRESIDENT AND CEO, CHES SPECIAL RISK















ABOUT JENESIS SOFTWARE



Jenesis Software creates enterprise-quality Agency Management System Software for the Insurance Industry. Jenesis Agency Management System features built-in marketing campaigns for prospecting and retention, quote management, real-time company policy inquiry, company downloads, integrated credit card processing with no fees to the agent, commission tracking, Acord forms library, imaging, and document management, receipting and end-of-day balancing, interoffice email, and supports personal and commercial lines. Jenesis also offers fully optimized agency websites featuring prime Google ranking results with capabilities such as links to...

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TOTAL CUSTOMER REFERENCES

VIEW ALL REFERENCES

FEATURED TESTIMONIALS

**My website has been helpful because I have someone to call if I need any changes, updates, or system fixes. Phil has provided me with tips and tools to keep me on top of google searches, and he does his part to make sure I am up to date as well. I have acquired a broader customer base with the Quoting tool on my website. Phil was able to filter out spam so I am now getting legitimate quote requests on all product lines. I am guilty in that I don't check my website often enough, but I know it is in good hands with Jenesis. **I*

VANESSA GARDNER
OWNER, POSTON INSURANCE

II Jenesis understands what agency owners and personnel need out of an agency management system. As an agency owner, I was looking for a way to make our paper nightmare more manageable. Jenesis is it! The program is simple to learn, easy to use, and is constantly being upgraded for the agent's benefit at no extra charge! It can help everyone in the agency perform their tasks at a higher level of efficiency.

A-1 INSURANCE AGENCY OF CHARLOTTE

**As an industry specific accounting firm, we work with insurance agencies across NC and SC who utilize Jenesis Software for their agency management system. This system has always been and continues to be very easy to learn and use. The management system streamlines the transactional processes and saves the agency and our staff significant time in processing daily data. Most impressive is the Jenesis management and staff, as they are always responsive to new ideas as the needs for agency management and accounting change. **I*

ROSEMARY A. LAMBERT

**Our Jenesis website is a #10. We get great feedback from our agents and customers concerning the website. Everything works good for us. Customer service is great. We are provided with website data on a monthly basis and get suggestions on improving our presence on the internet when needed. **

ROB PIPER
PRESIDENT, PIEDMONT MUTUAL











Pegram & Associates Insurance





ABOUT MAJESCO



Majesco (NASDAQ: MJCO) provides technology, expertise, and leadership that helps insurers modernize, innovate and connect to build the future of their business – and the future of insurance – at speed and scale. Our platforms connect people and businesses to insurance in ways that are innovative, hyper-relevant, compelling and personal. Over 200 insurance companies worldwide in P&C, L&A and Group Benefits are transforming their businesses by modernizing, optimizing or creating new business models with Majesco. Our market-leading solutions include CloudInsurer™ P&C Core Suite (Policy, Billing, Claims); CloudInsurer™ LifePlus...

46 TOTAL CUSTOMER REFERENCES

VIEW ALL REFERENCES

FEATURED TESTIMONIALS

**ISECURA is transforming its business to take advantage of the market growth in commercial lines. The upgrade and expansion of Majesco Policy for P&C provides us with a modern core platform as our foundation for growth. Majesco's deep experience and capabilities for commercial lines business, along with their pre-configured products with ISO content, have...

STEVE MILLER
VICE PRESIDENT - COMMERCIAL LINES, SECURA
INSURANCE

Insurance developed and launched a new brand, Say Insurance, to reach and serve new markets with a digital auto insurance experience and product. Our vision is to provide an insurance experience that is transparent, clear, respectful and useful to our customers, with billing being one of the most frequent and impactful experiences. Majesco Billing serves as a...

JOHN ROONEY
VICE PRESIDENT OF INFORMATION SERVICES, SAY
INSURANCE

Majesco allowed us to jumpstart Heritage to get out there and we're now over \$600M in consolidated premium. So with that rapid growth, we had to sustain it. The program success comes down to basically two things: good people and a good technology platform. Flexibility was an important aspect when we selected Majesco. For me, it's a race. Our window of growth is small and if you're not able to change with the market these days and have... *

ERNIE GARATEIX
CHIEF OPERATING OFFICER, HERITAGE INSURANCI

It is really a remarkable achievement in such a short span of time.

Despite so many hurdles, the implementation was delivered on time. We extend our sincere thanks and heartiest congratulations to the joint team, including Majesco, who worked very hard to achieve this great milestone. This shows as a team, we can achieve even the impossible.

IT PROJECT MANAGER
GREENEIELD













ABOUT NOWCERTS



NowCerts.com is a software development company concentrating in the design and implementation of insurance-related solutions. Fully functional, affordable, user-friendly Insurance Agency Management System designed with the independent agent in mind.

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TOTAL CUSTOMER REFERENCES

VIEW ALL REFERENCES

FEATURED TESTIMONIALS

NowCerts was originally selected to helped us manage our clients that have large number of certificates of insurance. We have found that this was the easiest system to use.

BENEFIT INTELLIGENCE

Very well done. I got NowCerts just for the certificates of insurance system they have. But its actually a great management system.

GARRY YOUNG
YOUNG AND RENOLDS GENERAL AGENCY

I like the system. I can print any form I want, I can send certs, I can sign the forms. Well I really like this agency management system.

DON ROGERS
TRI STATE INSURANCE AGENCY

I'm really liking your AMS so far! Very easy to use and lots of functionality.

JACK FRANTTI















ABOUT SOCOTRA



Socotra is focused on delivering agility to the trillion-dollar global insurance industry. Socotra works with global insurers to modernize their technology, making it easier for them to focus on creating innovative products to grow their business. Serving one of the world's largest and most technologically neglected industries, Socotra's mission is to provide insurers with a modern, enterprise-grade core system that enables them to rapidly develop and distribute products that better serve their customers. To take its mission to the next level, Socotra is expanding rapidly. It is seeking to grow its team and are looking for candidates who are passionate about...

TOTAL CUSTOMER REFERENCES

VIEW ALL REFERENCES

FEATURED TESTIMONIALS

Socotra's flexible policy core and open APIs allowed the Elpha Secure team to seamlessly integrate our proprietary systems and reduce our deployment timeline and costs. We can now provide multiple options for personalized quotes through a streamlined digital interface. This really shows the power and promise of Socotra's platform—it has helped us bolster our user experience with a transparent and intuitive insurance process that ultimately benefits every party.

PREETAM DUTTA

Socotra's platform has enabled us to more quickly design and test innovative approaches while helping to solve problems that many insurance carriers face when looking to address the needs of the modern insurance consumer. With Socotra, we can accelerate our proof of concept process and we're excited to continue this partnership.

SCOTT GRANDMONT

■ In addition to providing an agile core platform, Socotra has become a trusted advisor to our overall digital transformation strategy. Because of Socotra's expert digital guidance, we've been able to focus on what we do best—delivering world-class personal jewelry insurance and delightful customer experiences. We're excited to grow our business as we modernize our core technology.

CHIP DOWD

Socotra's expansive APIs and flexible configuration helped us deliver on our specific product needs without sacrificing engineering simplicity.

JUNAID WARWANI

















ABOUT GLOVEBOX



GloveBox is a centralized mobile and web application allowing insurance policy holders to access their policy documents, pay a bill, initiate a claim and so much more regardless of which carrier their policies are written with. The goal of GloveBox is to enhance the customer experience for the insurance client while reducing service costs and increasing overhead for both agencies and carriers.

86

TOTAL CUSTOMER REFERENCES

VIEW ALL REFERENCES

FEATURED TESTIMONIALS

■ When we moved over to GloveBox from Insurance Agent App, we knew we were upgrading our client experience. Everything from the appearance, the functionality, the metrics, and the return in value. If any agency is looking to offer a premium tool to it's clients, we highly recommend making the switch! ■

DEANA GERMANY

SENIOR ACCOUNT MANAGER, BISHOPBEND INSURANCE SERVICESS

■ Glovebox has allowed us to stay in contact wi

■ We are 2 years into our Glovebox usage and our

adoption rate is continuing to climb. When we

ourboarding process. We send all documents

through Glovebox and this has really helped

servicing through the Glovebox app!

LUKE PITMAN

decrease our service workload as clients are self

onboard new clients we make Glovebox part of our

We love branding our agency as opposed to the carrier! The client experience starts with us and GloveBox is the perfect entry point for our customers.

LAURA HIXON
OWNER COLE HIXON INSURANCE

Glovebox has allowed us to stay in contact with our clients 24/7 by providing them round the clock service.

STEWART FARRIS















ABOUT HAWKSOFT



HawkSoft is a leader in management systems for agencies that want effective workflows, refreshing experiences for staff and policyholders, and tools to build meaningful relationships. They take pride in being independently owned and answerable to agencies that rely on their system to power their insurance business. Created by independent agents, HawkSoft continues to evolve as a cutting-edge system that powers thousands of agencies.

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TOTAL CUSTOMER REFERENCES

VIEW ALL REFERENCES

FEATURED TESTIMONIALS

**Our insureds love Self-service Certificates because they don't need a middle-man involved. The entire process is very efficient and automated. They have the freedom to access the portal themselves and get their certificates outside of our business hours, or on a Saturday. The most important thing is that it's convenient for the customer. **I

AMANDA LUCAS
CDL ASSOCIATES INSURANCE AGENCY

■ The staff at HawkSoft are vibrant. They're passionate. It's a company, it's a product, but it has life. I would put HawkSoft really at the top of their game. ■

LOU ROTTA
AGENCY OWNER, QUANTUM INSURANCE GROUP INC

HawkSoft has positioned our agency to be more efficient and organized. Re-quoting business and documenting files has never been so easy. Every independent agency should consider HawkSoft.

ANTHONY ROLLINS

**I've seen firsthand how HawkSoft will really listen to what we need as an agency. We love the people and we love the product. Couldn't live without it!

BRAD KAPLAN

KAPLAN INSURANCE AGENCY















ABOUT VRC INSURANCE SYSTEMS



VRC Insurance Systems is a premier provider of business technology to the Property & Casualty insurance industry. Their technological superiority, system flexibility, service expertise, and ability to deliver a reliable end-to-end agency management system at a competitive rate make their solutions ideal for MGAs, MGUs, Wholesalers, Carriers and Retailers in both Specialty and Standard lines. At VRC, they pride themselves on analyzing current trends in technology and the insurance industry and providing solutions for their customer's ongoing and future needs. They continue to push the limits and offer their customers more flexibility with lower cost. That is why they offer...

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TOTAL CUSTOMER REFERENCES



FEATURED TESTIMONIALS

■ Through the implementation of the VRC system, Orchid has been able to eliminate a number of different systems which resulted in a savings of licensing cost for the different systems as well as redundant programming costs where we had to implement changes in various systems. ■

MICHAEL RAY
FORMER CEO. ORCHID UNDERWRITERS

I would definitely recommend Velocity for any insurance agency or carrier looking to change agency management systems. The system is highly functional, but it's also highly customizable.

CALVIN SULLIVAN
PRESIDENT & COO, CM&F GROUP

It's great to have a system where you can configure it so easily. If you've got a new product that comes online, it's relatively easy to build out the products in quite an efficient and quick way.

MARK SHRIMPTON
BUSINESS SYSTEMS ANALYST, BRIT GLOBAL SPECIALTY

■ Velocity is a product that services so many different aspects of the insurance distribution system. ■

JEFF LEJFER
CHIEF EXECUTIVE OFFICER, NEW DAY UNDERWRITING











