



To Whom It May Concern

The undersigned herewith,

Name : Brilly Andro
Title : Research & Empowerment Digital Specialist
Company : Binus University
Company's Address : Jl. Jalur Sutera Bar. No.Kav. 21, RT.001/RW.004,
Panunggan, Kec. Pinang, Kota Tangerang, Banten 15143

Affirms that the following person:

Name : Kenzie Rolland Gracia
Division : Author

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has completed a freelance engagement at BINUS Center of Excellence in Digital Transformation & Sustainability from 22 July 2025 to 22 December 2025. During this period, the individual made significant contributions to our work, particularly in developing an article and analysis related to a Digital Transformation Index.

Main Responsibilities and Key Progress

- Conducted a structured literature review on digital transformation measurement frameworks, including commonly used dimensions (e.g., strategy, process, technology, people, governance, data, customer/market).
- Contributed to the methodology design for index construction, such as scoring approach, normalization options, and aggregation logic (e.g., dimension-level scoring, overall index composition).
- Produced analysis outputs and written insights for the article, including interpretation of results, key findings, and implications for organizations implementing digital transformation.
- Performed data collection and synthesis from relevant sources.
- Helped improve the clarity, structure, and narrative flow of the manuscript, ensuring the writing is suitable for an academic or professional publication context.



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Therefore, this reference letter is issued upon request to confirm the individual's contributions and engagement, and may be used for any legitimate purpose.

Jakarta, 18 February 2026

Best Regards,

A handwritten signature in black ink, appearing to read "Brilly", written over a light blue grid background.

Brilly Andro Makalew

Research & Empowerment Digital Specialist
Research & Technology Transfer
BINUS University

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