

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,
Panunggangan, 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.





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 Andro Makalew".

Brilly Andro Makalew

Research & Empowerment Digital Specialist

Research & Technology Transfer

BINUS University

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