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To the Tech Nation Global Talent Visa Committee,

I am writing in strong support of Chris Heimbuch's application. As Executive Creative Director at Adobe (and previously at Macromedia), I worked closely with him during a pivotal time for design at Adobe—just after our acquisition of Macromedia. Despite Adobe's engineering reputation, design lacked visibility and struggled to attract top-tier talent.

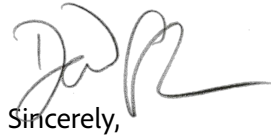
Chris recognized this challenge and moved to address it. Without a mandate or marketing budget, he launched Inspire, Adobe's first practitioner-led platform for design storytelling, directly from within the Experience Design organization. Inspire focused on substantive practitioner perspectives rather than marketing. Through authentic, practitioner-driven stories, Chris showed how design thinking shaped Adobe's products, culture, and global relevance.

He aligned Inspire's editorial direction with Adobe's product evolution, ensuring its credibility and impact. Chris also brought in diverse voices, such as TED speaker Emily Pilloton, expanding the conversation beyond product craft to include culture and human context. As Inspire grew, it became both a powerful recruiting tool and a catalyst for deeper dialogue between design, product, and engineering.

The results were significant: Inspire grew to over a million subscribers in 20 countries, becoming one of Adobe's top digital publications. Senior leadership recognized its value and invested in scaling it, eventually evolving Inspire into Adobe Create, our flagship platform for global design storytelling and community engagement. The editorial model and operating principles Chris established continue to shape how Adobe engages the global creative community across our publishing and Creative Cloud channels. Inspire's influence is still referenced across the professional design ecosystem today.

Chris did not build a campaign, he built an enduring system. His work changed how Adobe and the industry understand and value design at scale. He unified teams, strengthened recruiting, and made design a visible, strategic force inside a Fortune 100 company.

Having built Inspire alongside Chris and seen it evolve into the foundation of Adobe's creative community engagement, I believe his leadership reflects exactly the kind of sustained, sector-level impact that endures well beyond any single role or company. Chris has a strong ability to identify structural opportunities, act decisively, and create frameworks that outlast their involvement. I am pleased to offer my endorsement in support of his application.

A handwritten signature in black ink, appearing to read 'Dan Cowles', with a stylized, flowing script.

Sincerely,

Dan Cowles