I hope this email finds you well. On behalf of our team, I would like to extend our sincere thanks for the time, effort, and expertise you and your team put into the recent several discussions. We truly appreciate the depth of insight provided and the thoughtful approach to how AWS could assist us in modernizing our infrastructure and be part of transformation journey in CIB.

After internal discussions and reflections on the past discussions, we have gathered feedback from various stakeholders involved in both the initial and advanced assessment phases. Here's a summary of our observations:

**What Went Well:**

* **Expertise and Knowledge:** The depth of knowledge your team showcased, along with AWS's accumulated experience from working with large institutions, was very much appreciated. This added significant value to the discussions. It left a good impression.
* **Alignment with Our Strategic Vision:** We were particularly impressed with AWS's ability to offer variety of options to handle several use cases (Data storage, management, sharing, analytics, compliance, compute) and some modern architectures like decentralized models within a federated structure (Aka Data Mesh) or Data Lake House, which aligns with our goal of unifying modeling, computation and data management akin to systems like JPMorgan's Athena and Data Fusion.
* **Comprehensive Insight:** Your team provided an excellent overview of AWS’s capabilities.

**Areas with uncertainty**

* **Unclear Differentiation from Existing Providers:** With our multi-year agreement with another cloud provider, it wasn’t clear to some stakeholders on how AWS stands out enough to justify the introduction of another cloud provider. At this stage, it was challenging to create a compelling use case or identify differentiation that would be compelling enough to encourage us to consider shifting workloads or integrating AWS at this time.
* **Challenges to prepare Proof of Concept (PoC):** Some stakeholders would prefer to see how the solution can be implemented. This means running a comprehensive demo using simulated /dummy data to demonstrate how AWS can solve current pain points, and show measurable benefits. In addition to challenges around preparing landing zone, sandbox, or pilot environment, the scope of the PoC where our internal teams can try out tools, explore functionalities would be hard to achieve at this time.
* **Clear ROI and Business Impact**: It’s important to address not only how AWS can improve our technical capabilities but also how it will impact the business side—cost reductions, operational efficiencies, better insights for trading and risk management, and long-term scalability. This goes beyond technology and into strategic business outcomes, which is what some executives are not sure with. They need to feel confident that the investment in AWS will generate tangible returns and won’t overlap or duplicate what our current Cloud providers are already offering.
* **Some recent organizational changes**

**Immediate Next Step:**

Given the feedback, we have decided to temporarily pause our engagement with AWS for our Corporate & Investment Banking (CIB) division. However, we strongly believe that AWS could be a valuable partner for us, and we are keen to keep the lines of communication open. We remain open to exploring further opportunities where AWS might be a better fit for current/future initiatives, and we would like to revisit discussions in Q1 of next year when we may be better prepared to leverage your platform.

**Recommendation for Moving Forward**:

To meet the level of expectation from executives at a bank of this size, we would recommend that future discussions focus on delivering a tangible, hands-on experience with AWS solutions. A detailed PoC with dummy data and live demonstrations would be critical to gaining internal buy-in and showing how AWS can address our most pressing data challenges. Only then can our executives confidently make an informed decision about the strategic value AWS would bring to our infrastructure.