

citrix®

AI Think Tank Paris

# Our vision for AI & the future of work

Brian Madden

VP & Futurist

04 December 2025



“Nearly eight in ten companies report using gen AI – yet just as many report no significant bottom-line impact.”

# Companies Are Pouring Billions Into A.I. It Has Yet to Pay Off.

Corporate spending on artificial intelligence is surging as executives bank on major efficiency gains. So far, they report little effect to the bottom line.

Listen to this article · 8:36 min [Learn more](#) Share full article



**By Steve Lohr**  
Steve Lohr has written about technology and its effect on business and the economy more than 20 years.

Aug. 13, 2025  
[Leer en español](#)

Nearly four decades ago, when the personal computer boom was in full swing, a phenomenon known as the “productivity paradox” emerged.

It was a reference to how, despite companies’ huge investments in new technology, there was scant evidence of a corresponding gain in work efficiency.

Today, the same paradox is appearing, but with generative artificial intelligence. According to [recent research from McKinsey & Company](#), nearly eight in 10 companies have reported using generative A.I., but as many have reported “no significant bottom-line impact.”

A.I. [technology has been racing ahead](#) with [chatbots like ChatGPT](#), fueled by a high-stakes arms race among tech giants and superrich start-ups and prompting an expectation that everything from back-office accounting to

NEWSLETTERS · CFO DAILY

# MIT report: 95% of generative AI pilots at companies are failing

**BY SHERYL ESTRADA**  
SENIOR WRITER AND AUTHOR OF CFO DAILY  
August 18, 2025 at 6:54 AM EDT

Seizing the



# AI means lots of things

ChatGPT

Claude

Gemini

Grok

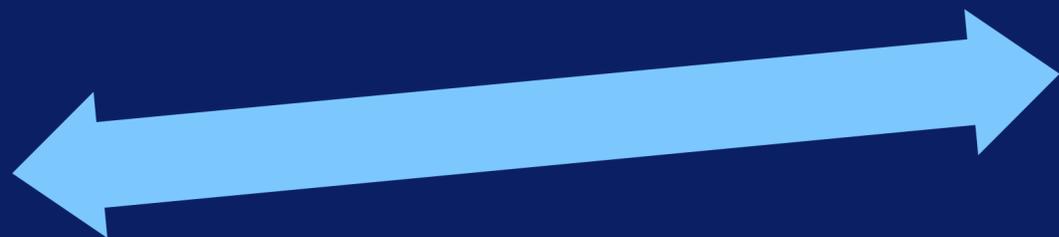
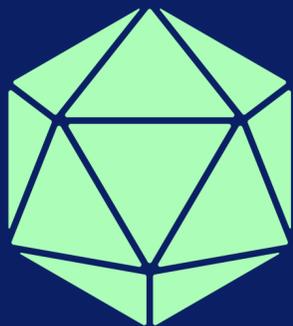


AI in the products you use

AI apps you build internally

AI shaping your end user  
workplaces

ChatGPT  
Claude  
Gemini  
Grok  
Copilot  
etc.



Chat

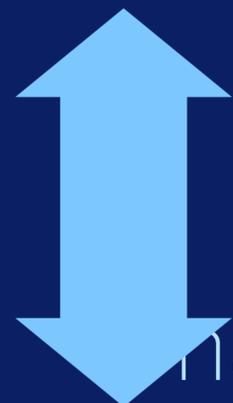
Brainstorm

Analyze

Create

Advise

This is full “shadow strategy!”



ChatGPT

Claude

Gemini

Grok

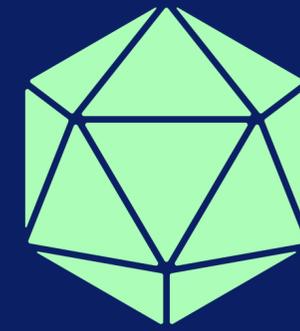
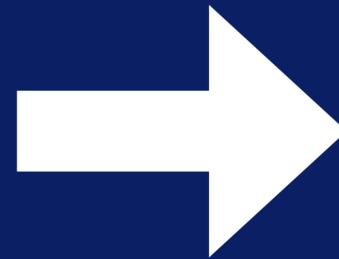


# AI Chatbot Evolution



subtle helpers

Phase 1



colleagues

Phase 2

# AI Chatbot Evolution



## The 7-stage roadmap for human-AI collaboration in the workplace



Brian Madden



I spend the majority of my time at Citrix exploring, discussing, and planning for AI's impact on knowledge work. But lately I've noticed there's no shared understanding of what this means, which makes conversations around this type of AI evolution difficult.

So in this post, I'm sharing a practical framework I've started using recently: seven stages of progression for how human workers will use and collaborate with AI in the workspace. These stages take us from the simple LLM use we started seeing a few years ago to a future with fully autonomous AI agents orchestrating complex tasks across the enterprise.

Use these seven stages as a way to frame your thinking about how your workers are using AI, how

# What's Phase 3 ?

**PLATFORMER**

THE INTERNET

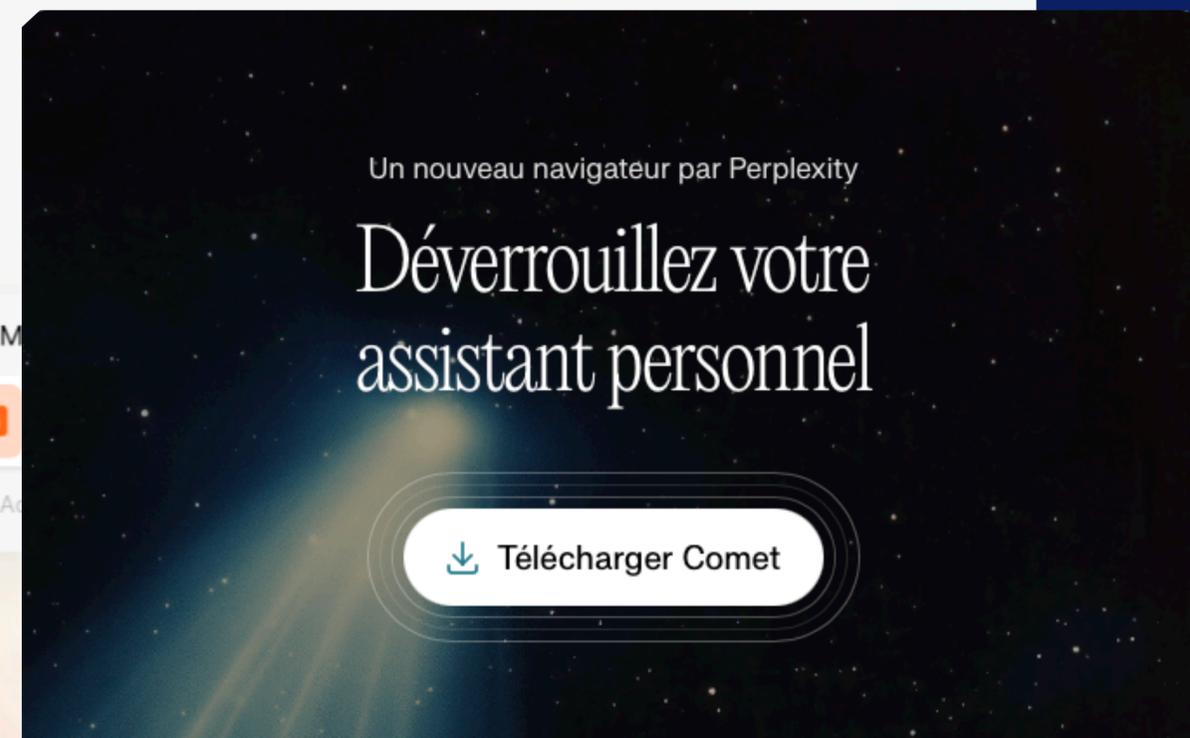
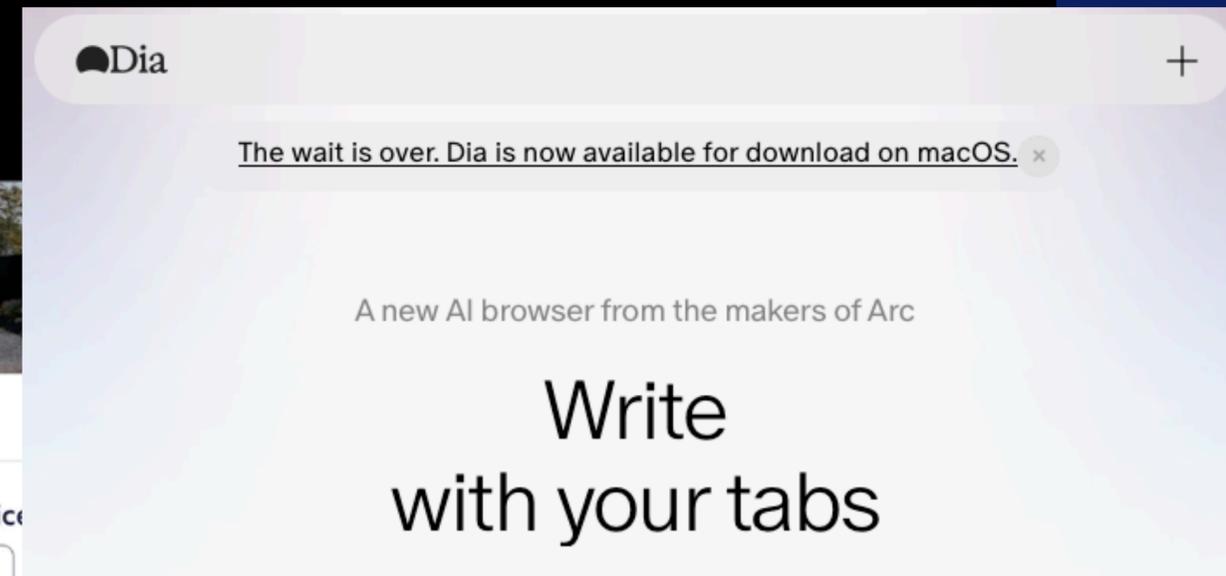
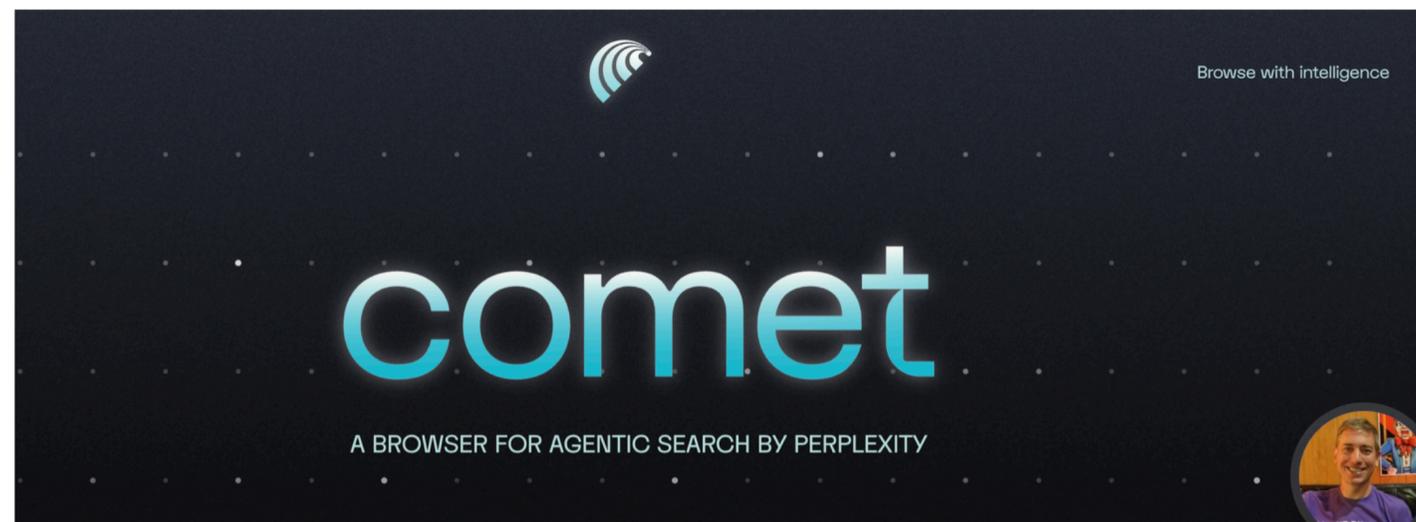
## The AI browser wars are about to begin

Artificial intelligence is already writing an obituary for the internet as we know it. So why is everyone building new web browsers?



**Casey Newton**

May 29, 2025 — 11 min read



# These are much more than “just” chatbots now

October 6, 2025 Product

## Introducing apps in ChatGPT and the new Apps SDK

A new generation of apps you can chat with and the tools for developers to build them.

[Try in ChatGPT ↗](#) [Start building apps ↗](#)

### Apps that respond to you

Ask ChatGPT

Afficher un menu

Claude

Contact sales [Try Claude](#)

Blog / [Introducing Agent Skills](#) [Explore here](#)



## Introducing Agent Skills

Category [Product announcements](#)

Product [Claude Developer Platform](#)

Date [October 16, 2025](#)

Reading time [1 min](#)

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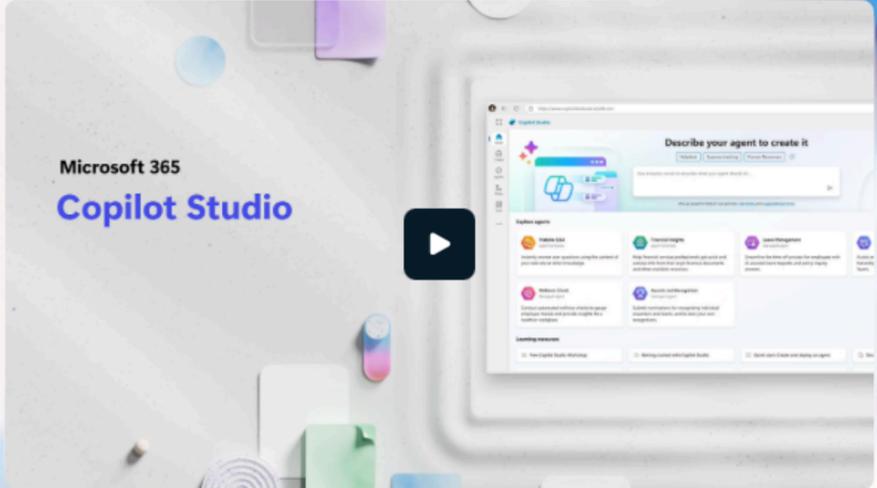
Microsoft

Microsoft 365 Copilot

## Microsoft Copilot Studio

Effectuez des tâches et exécutez des processus avec des agents pour des individus, des équipes ou des fonctions. Construisez et personnalisez un agent qui fonctionne pour vous aujourd'hui.

[Essayez gratuitement](#) [Comparez les offres et les prix](#)



Microsoft 365 Copilot Studio

Vue d'ensemble

[Gmail](#) Draft replies, summarize threads, & search your inbox

[Google Calendar](#) Understand your schedule and optimize your time

[Google Drive](#) Find and analyze files instantly

[HubSpot](#) Chat with your CRM data to get personalized insights

[ClickUp](#) Search, create, and retrieve tasks and documents, add comments, and track...

[Brave \(AppleScript\)](#) Control Brave Browser tabs, windows, and navigation

[CP Server](#) Write access to Airtable via the Model Context...

[Add](#) [Cancel](#)

# These are much more than “just” chatbots now

*So what do we call them?*

~~Chatbots  
LLMs~~

AI productivity platforms?

Agent platforms?

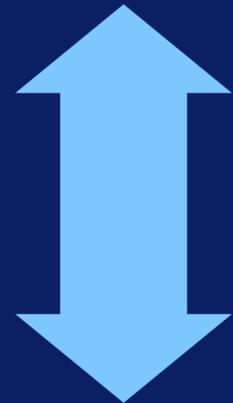
AI OS?



These tools are becoming the “gateway to work” for human knowledge workers.

# AI platform

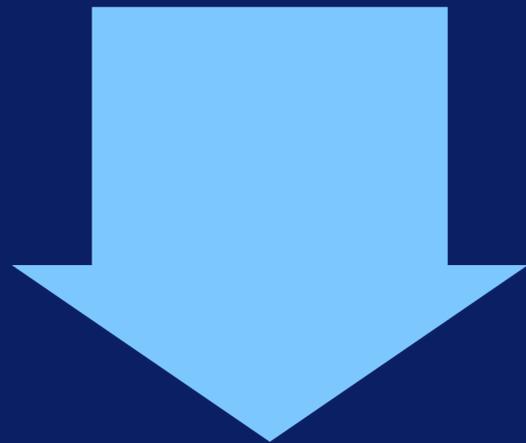
ChatGPT  
Claude  
Gemini  
Grok  
Copilot  
etc.



Modern apps via connectors

What about apps that don't have connectors?

AI ***watches*** your browser



AI ***operates*** your browser

OpenAI

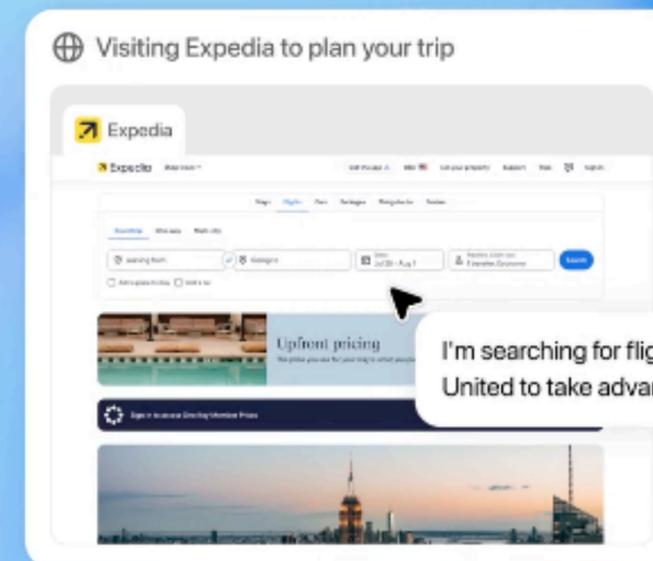


July 17, 2025 Product Release

## Introducing ChatGPT agent: bridging research and action

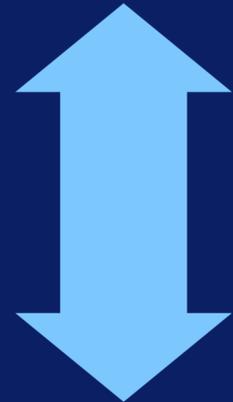
ChatGPT now thinks and acts, proactively choosing from a toolbox of agentic skills to complete tasks for you using its own computer.

Try on ChatGPT ↗



# AI platform

ChatGPT  
Claude  
Gemini  
Grok  
Copilot  
le Chat.



## Modern apps via connectors

SaaS, APIs, MCPs, etc.

## Web / SaaS apps via browser control

## What about apps that don't have connectors or web interfaces?

Windows apps, desktop workflows, etc.

January 23, 2025 Release

# Computer-Using Agent

Powering Operator with Computer-Using Agent, a universal interface for AI to interact with the digital world.

- Research
- Safety
- ChatGPT
- Sora
- API Platform
- For Business
- Stories
- Company
- News

NEWS

# Microsoft lets Copilot Studio use a computer on its own



# Project Mariner



Announcements

# Introducing computer use, a new Claude 3.5 Sonnet, and Claude 3.5 Haiku

22 oct. 2024 • 5 min read

# Introducing Copilot Agents

Home / Microsoft Copilot Studio Blog

/ Announcing new computer use in Microsoft Copilot Studio for UI automation

Search the blog

Published Apr 15, 2025 • 3 min read

# Announcing new computer use in Microsoft Copilot Studio for UI automation

By Charles Lamanna, Corporate Vice President, Business & Industry Copilot

AI Frontiers / AI Frontiers blog

# OmniParser V2: Turning Any LLM into a Computer Use Agent

Published February 12, 2025 | Updated April 29, 2025

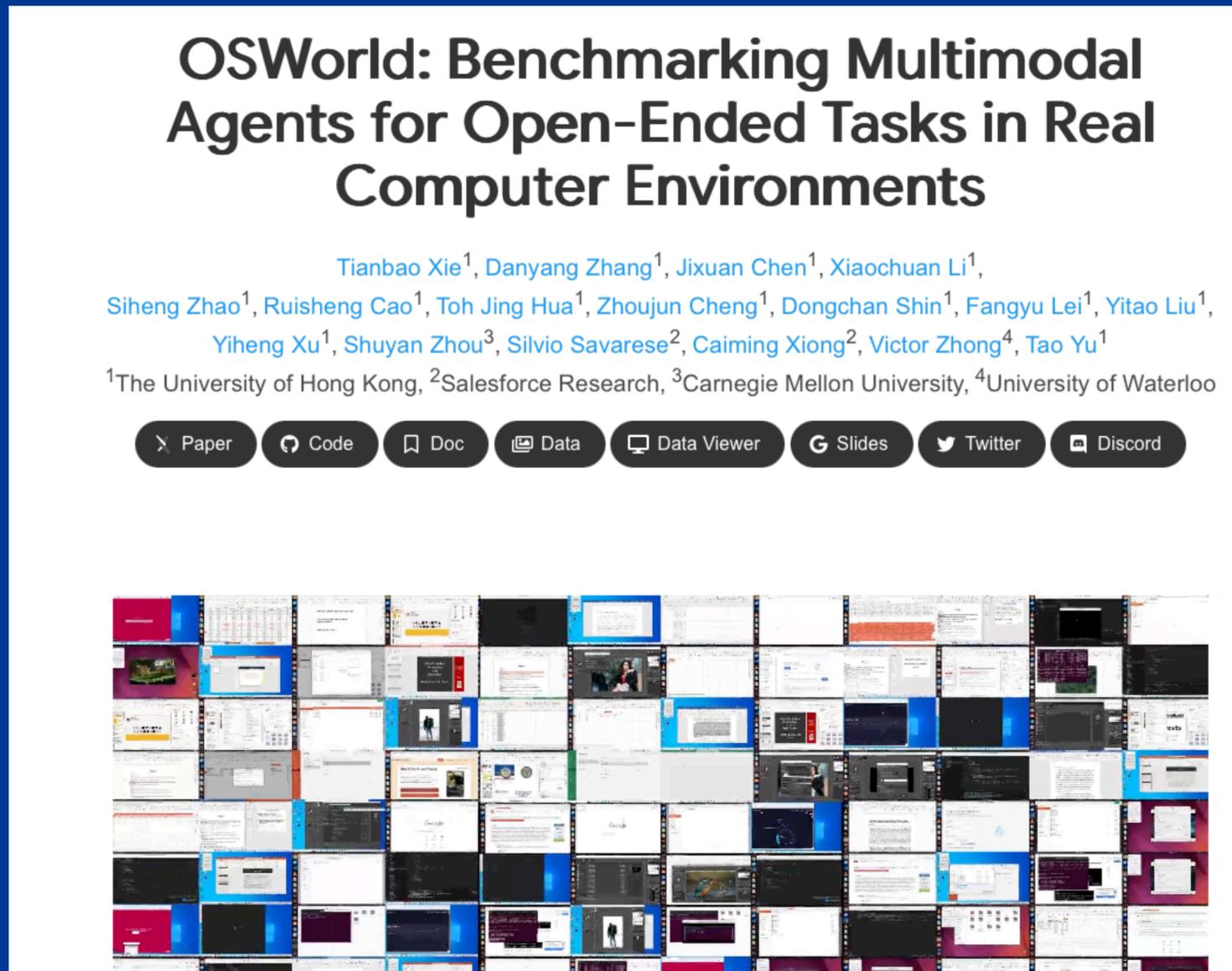
# The Future of AI: Computer Use Agents Have Arrived

On March 11 we announced the availability of Azure OpenAI Service's Responses API, which includes a new type of agent: a Computer Use Agent, or CIA. CIAs can literally use a computer

# Is this even real???

## OSWorld

Computer Using Agent (CUA) Benchmark

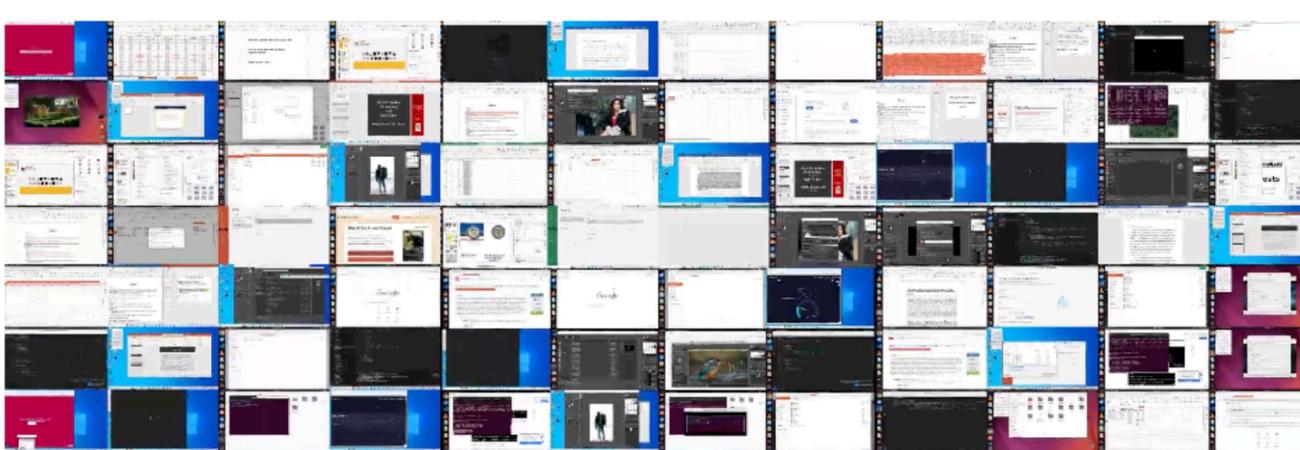


**OSWorld: Benchmarking Multimodal Agents for Open-Ended Tasks in Real Computer Environments**

Tianbao Xie<sup>1</sup>, Danyang Zhang<sup>1</sup>, Jixuan Chen<sup>1</sup>, Xiaochuan Li<sup>1</sup>, Siheng Zhao<sup>1</sup>, Ruisheng Cao<sup>1</sup>, Toh Jing Hua<sup>1</sup>, Zhoujun Cheng<sup>1</sup>, Dongchan Shin<sup>1</sup>, Fangyu Lei<sup>1</sup>, Yitao Liu<sup>1</sup>, Yiheng Xu<sup>1</sup>, Shuyan Zhou<sup>3</sup>, Silvio Savarese<sup>2</sup>, Caiming Xiong<sup>2</sup>, Victor Zhong<sup>4</sup>, Tao Yu<sup>1</sup>

<sup>1</sup>The University of Hong Kong, <sup>2</sup>Salesforce Research, <sup>3</sup>Carnegie Mellon University, <sup>4</sup>University of Waterloo

[Paper](#) [Code](#) [Doc](#) [Data](#) [Data Viewer](#) [Slides](#) [Twitter](#) [Discord](#)



72 %

61 %

Aug 2025

May 2025

Jan 2025

Sept 2024

July 2024

April 2024



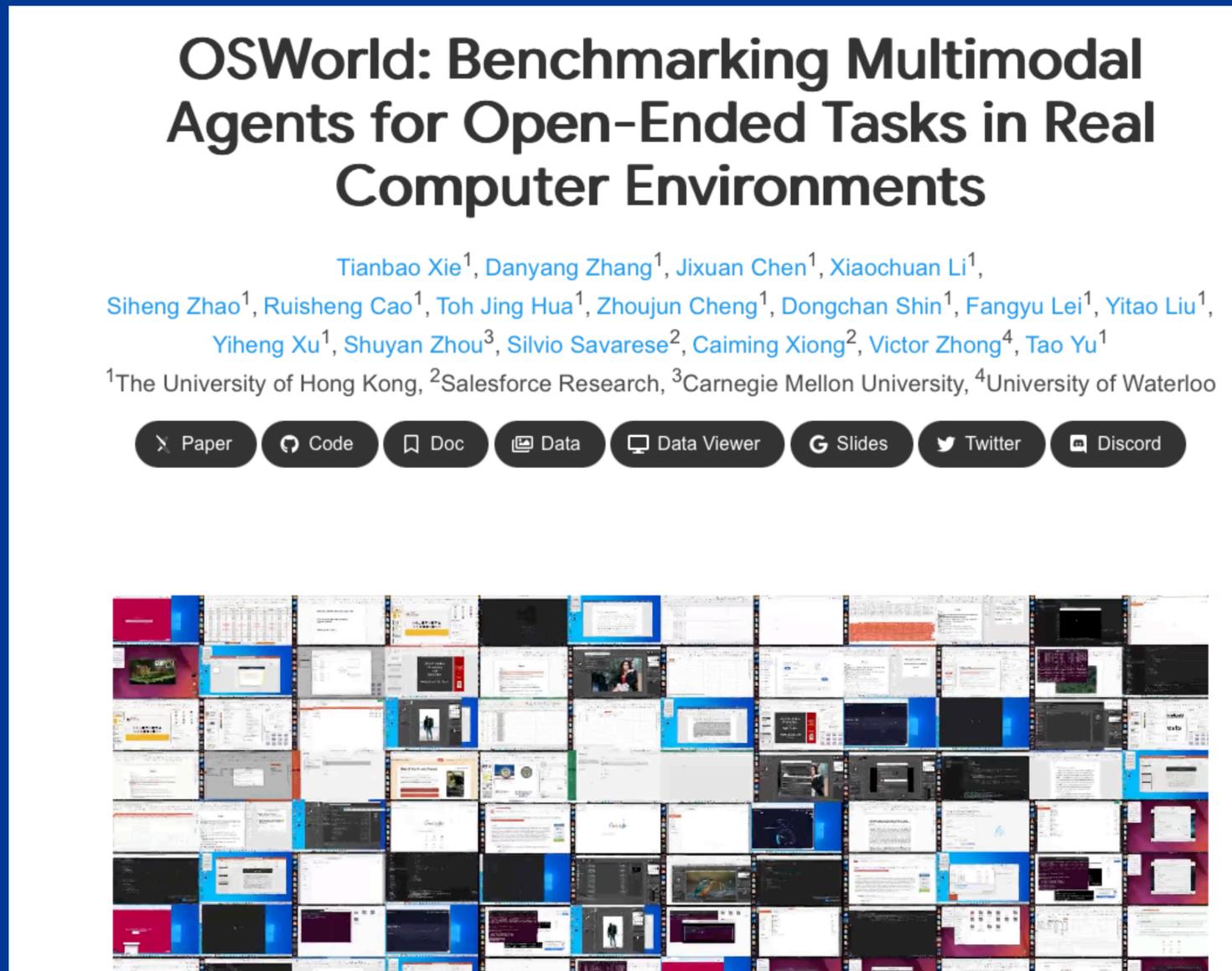
12 %



# Is this even real???

## OSWorld

Computer Using Agent (CUA) Benchmark



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[Paper](#) [Code](#) [Doc](#) [Data](#) [Data Viewer](#) [Slides](#) [Twitter](#) [Discord](#)

A grid of 100 small screenshots showing various computer environments and tasks used in the OSWorld benchmark.

72 %



70 %

61 %



Oct 2025

Aug 2025

May 2025

Jan 2025

Sept 2024

July 2024

April 2024

# AI platform

ChatGPT  
Claude  
Gemini  
Grok  
Copilot  
le Chat.



Text  
Voice  
Screen observation  
Image generation  
Video generation  
etc.

Web  
Native desktop apps  
Native phone apps  
etc.



## Modern apps via connectors

SaaS, APIs, MCPs, etc.

## Web / SaaS apps via browser control

## Computer using agents (CUAs) operating legacy apps



# my\_file.xlsx

Enregistrement automatique

Content\_2025-04-07\_2025-08-06\_Bri... Pas d'étiquette

Accueil Insérer Dessin Mise en page Formules Données Révision >> Commentaires Partager

Presse-papiers Police Alignement Numéro Mise en forme conditionnelle Mettre sous forme de tableau Styles de cellule Cellules Édition Sensibilité Compléments Cop

A1 Top Demographics

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Top Demographics	Value	Percentage										
2	Job titles	Solutions Architect	3%										
3	Job titles	System Engineer	2%										
4	Job titles	Software Engineer	2%										
5	Job titles	Founder	2%										
6	Job titles	Chief Executive Officer	2%										
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15	Industries	Computer and Network Security	3%										
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18	Seniority	Director	13%										
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20	Seniority	Manager	6%										
21	Seniority	CXO	6%										
22	Company size	10,001+ employees	33%										
23	Company size	1001-5000 employees	14%										
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26	Company size	5001-10,000 employees	8%										
27	Companies	Omissa	2%										
28	Companies	Broadcom	2%										
29	Companies	Microsoft	2%										
30	Companies	Cloud Software Group	2%										

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Enregistrement automatique

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DISCOVERY ENGAGEMENT TOP POSTS FOLLOWERS DEMOGRAPHICS +

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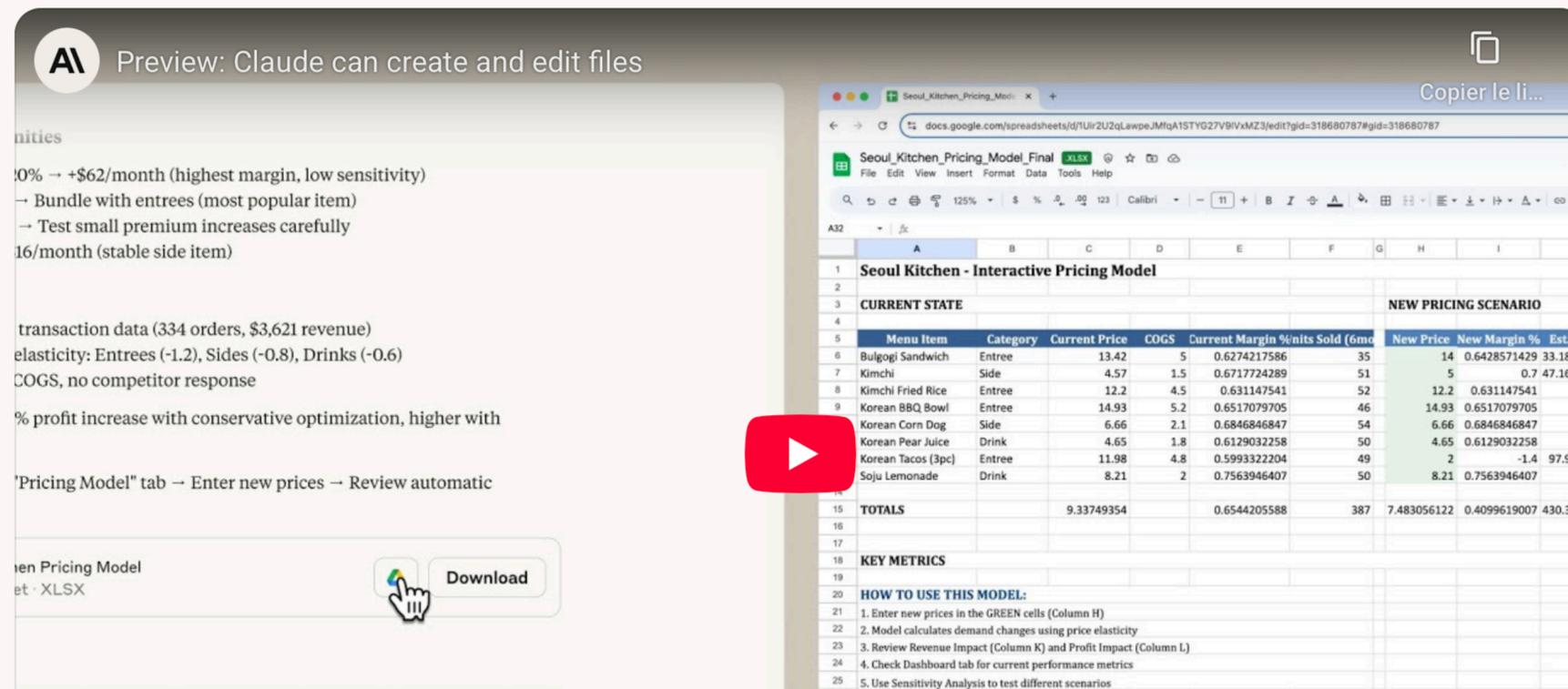


my\_file.xlsx

Product

# Claude can now create and edit files

Claude can now create and edit Excel spreadsheets, documents, PowerPoint slide decks, and PDFs directly in [Claude.ai](#) and the desktop app. This transforms how you work with Claude—instead of only receiving text responses or in-app artifacts, you can describe what you need, upload relevant data, and get ready-to-use files in return.





Enregistrement automatique

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DISCOVERY ENGAGEMENT TOP POSTS FOLLOWERS DEMOGRAPHICS +

Prêt Accessibilité : vérification terminée 100 %



my\_file.xlsx

# The four stages of post app realization

Stage 1: “We need Excel because it’s important”

Stage 2: “AI agents will operate Excel for us”

Stage 3: “Wait, why does the AI need Excel?  
It can manipulate the .xlsx directly”

Stage 4: “Do we need ANY of these apps?  
Or just access to their file formats?”

# AI platform

ChatGPT  
Claude  
Gemini  
Grok  
Copilot  
le Chat.



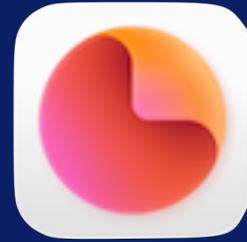
## Modern apps via connectors

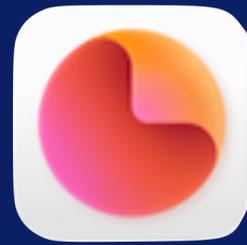
SaaS, APIs, MCPs, etc.

## Web / SaaS apps via browser control

## Computer using agents (CUAs) operating legacy apps

## Skip the app and manipulate the files / data directly

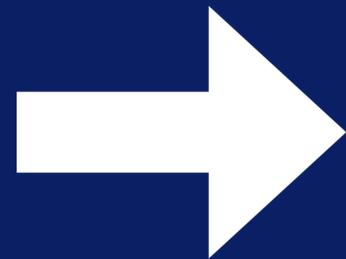






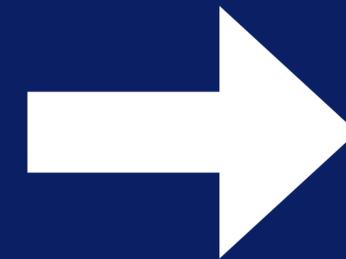
subtle helpers

Phase 1



colleagues

Phase 2-3



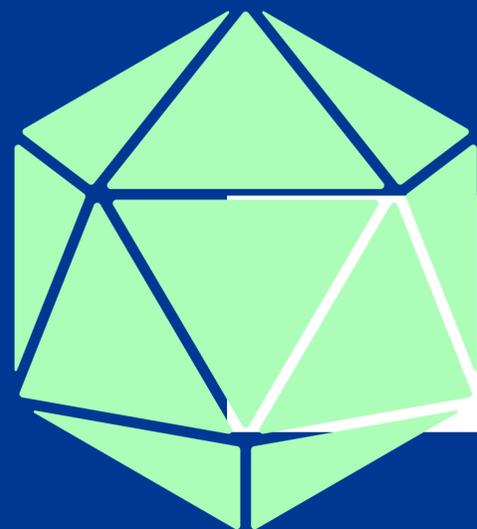
agents

Phase 4-5

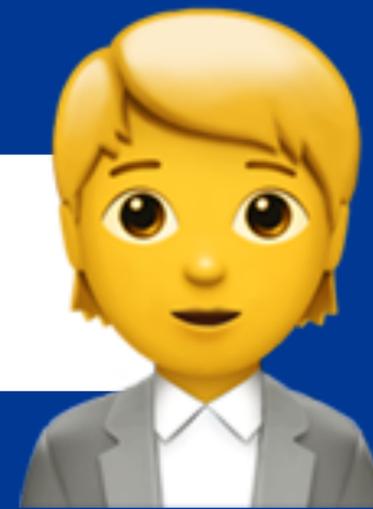
# The Workspace

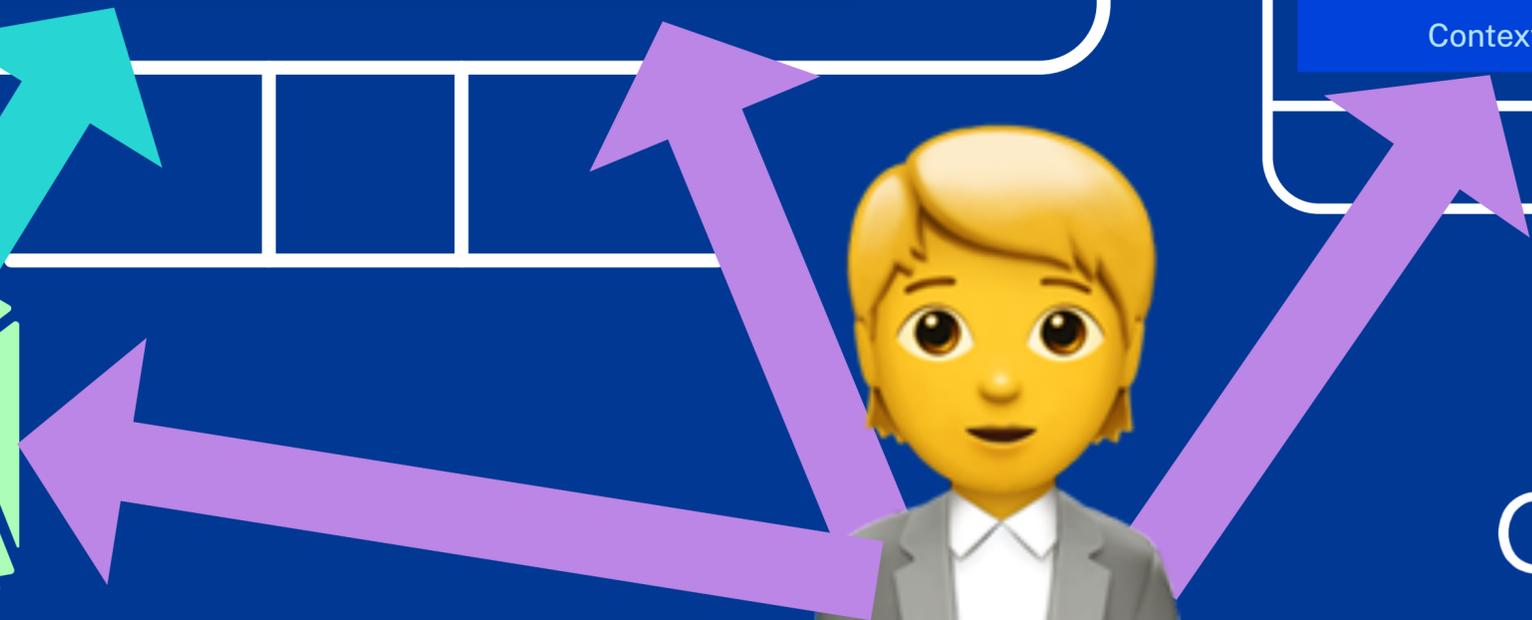
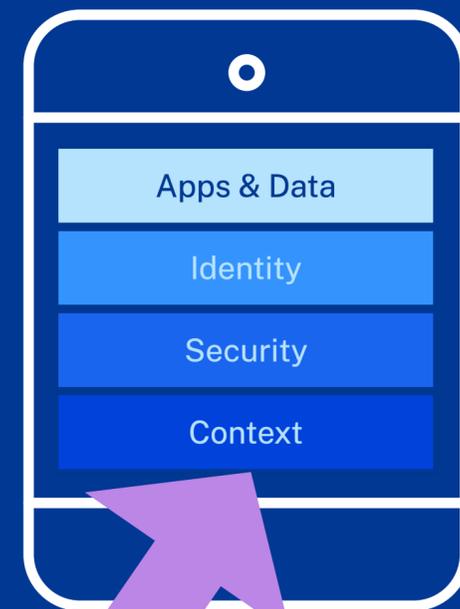
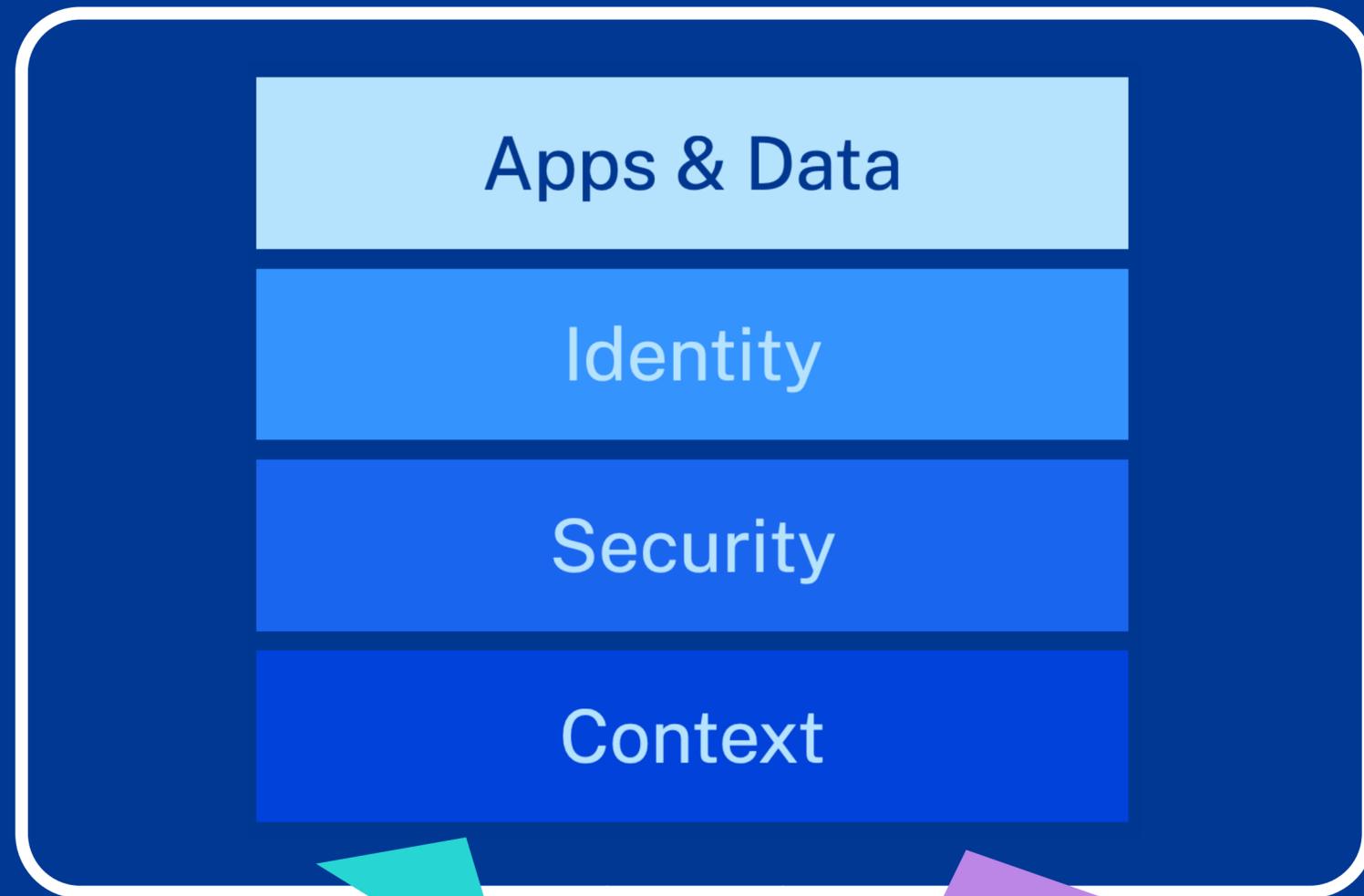
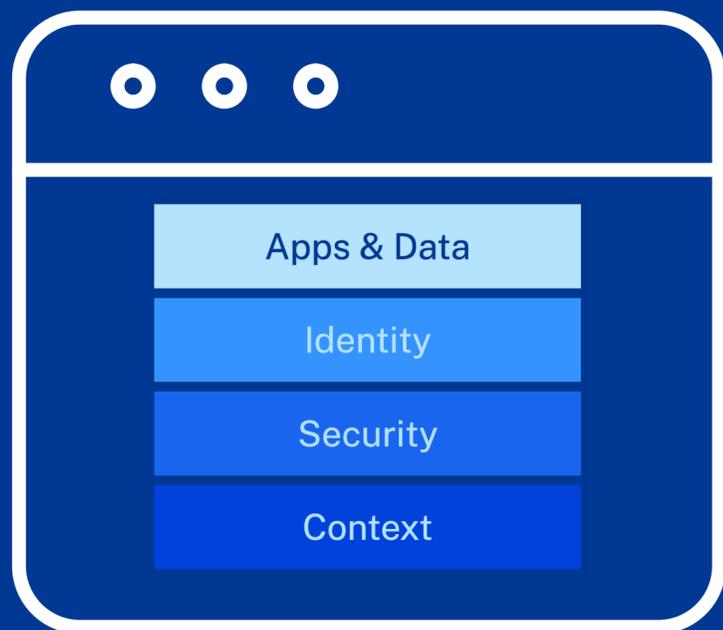


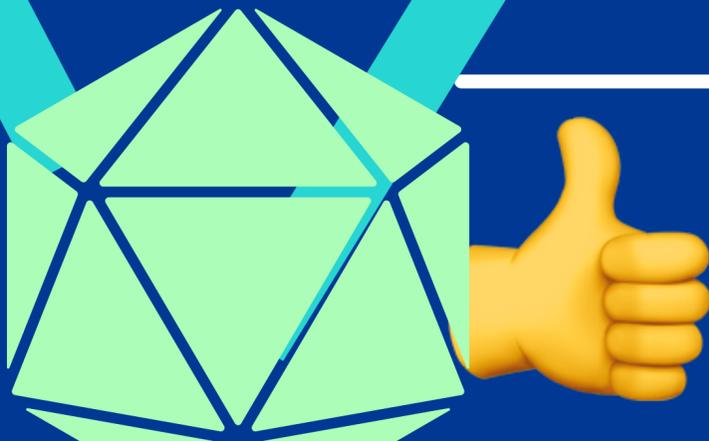
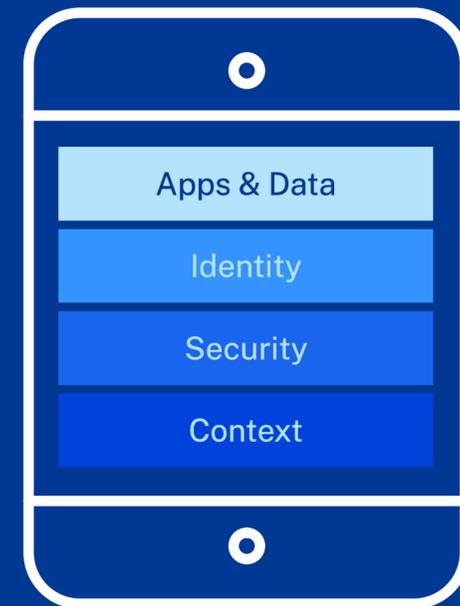
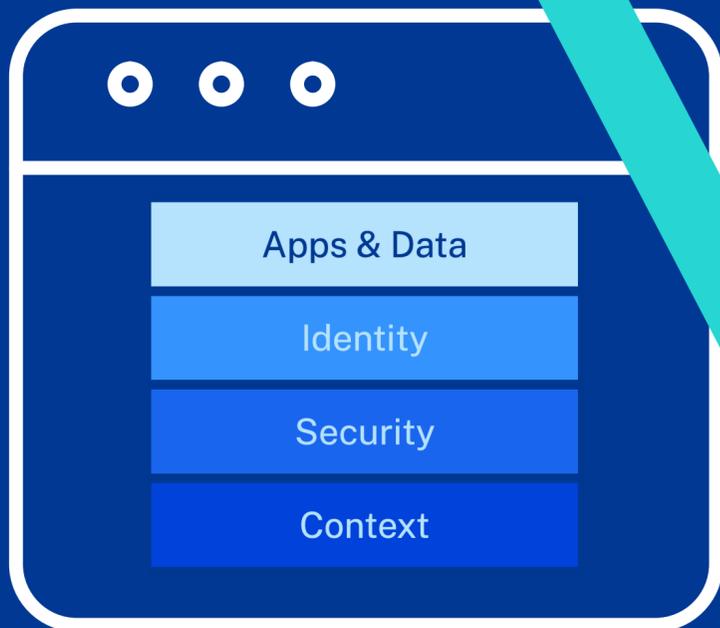
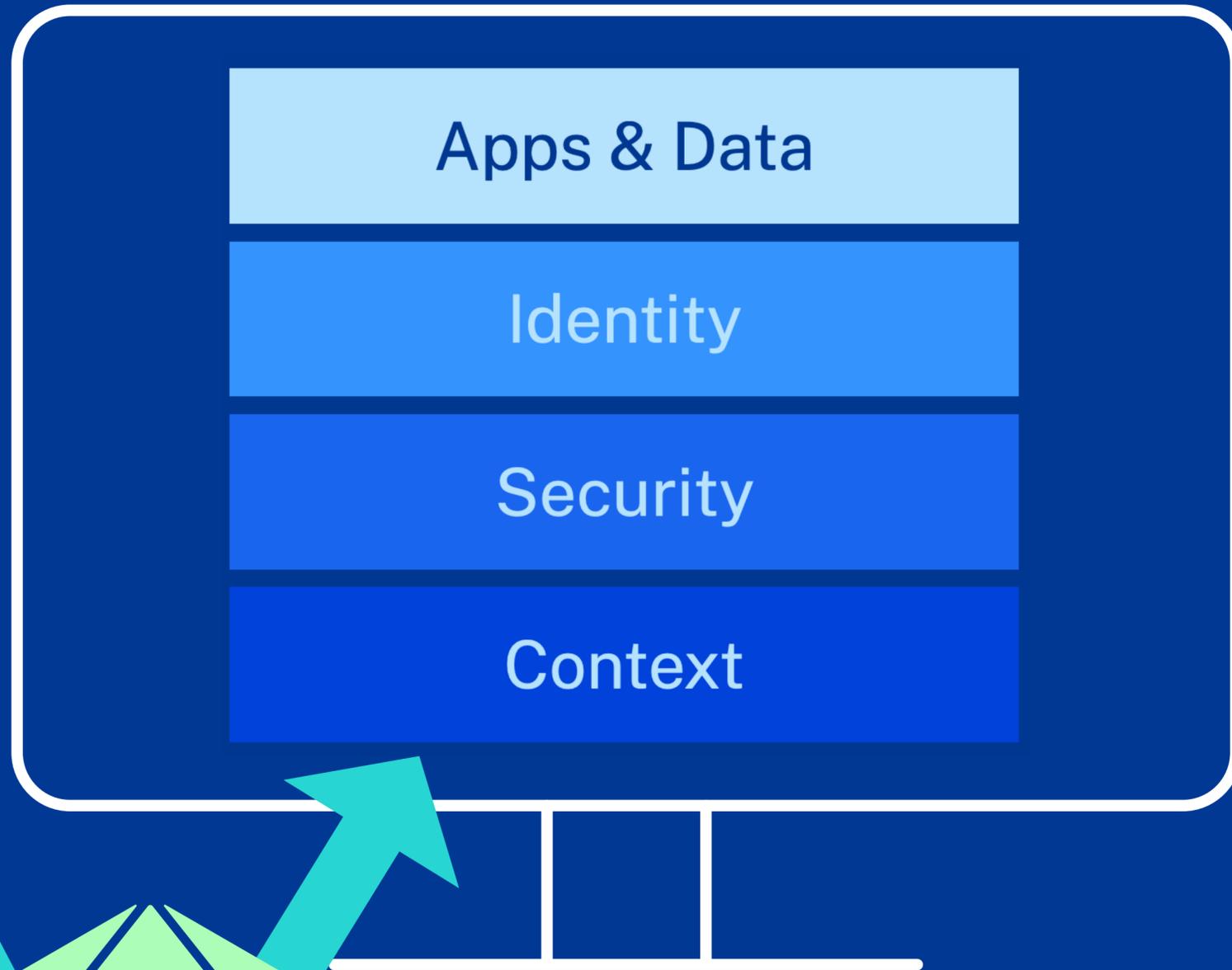
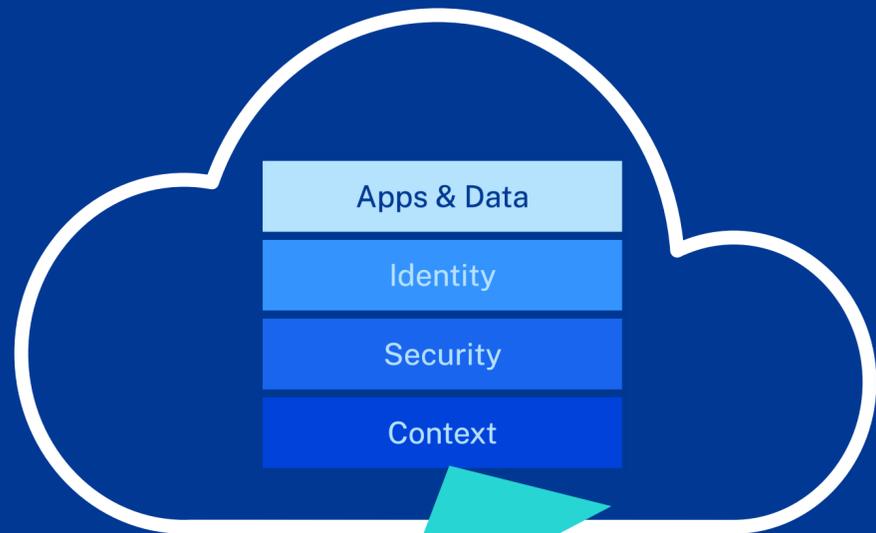
# The Workspace



Worker







# Why AI agents will use the same workspace as humans

App updates

Training

Monitoring

Change Mgmt

Helpdesk

Troubleshooting

Auditing

Optimization

All the same! 🤘

Real slide I used to intro my “team”  
in an internal QBR:



# Workers in the age of AI



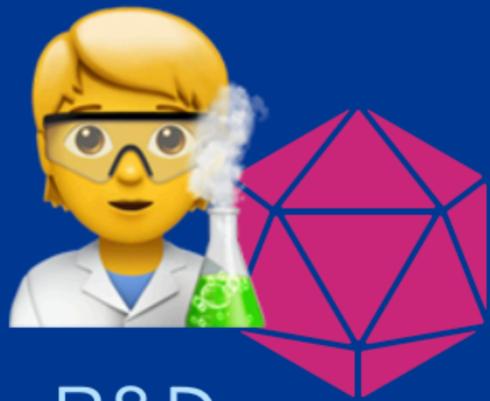
Project Manager



Sales



VP



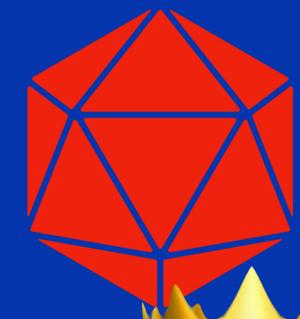
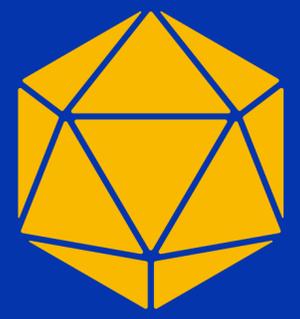
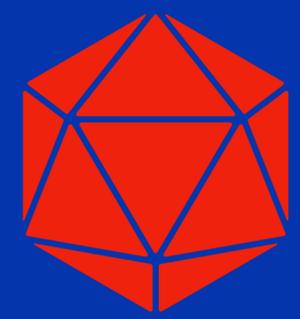
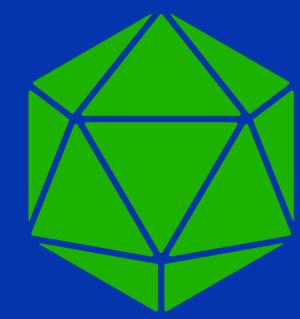
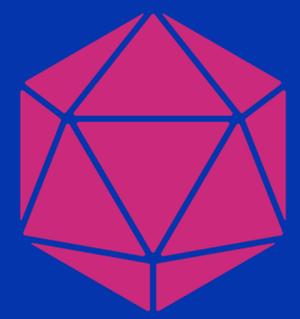
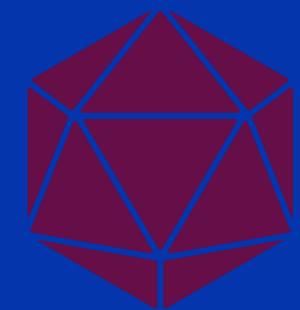
R&D



Creative Director



CEO

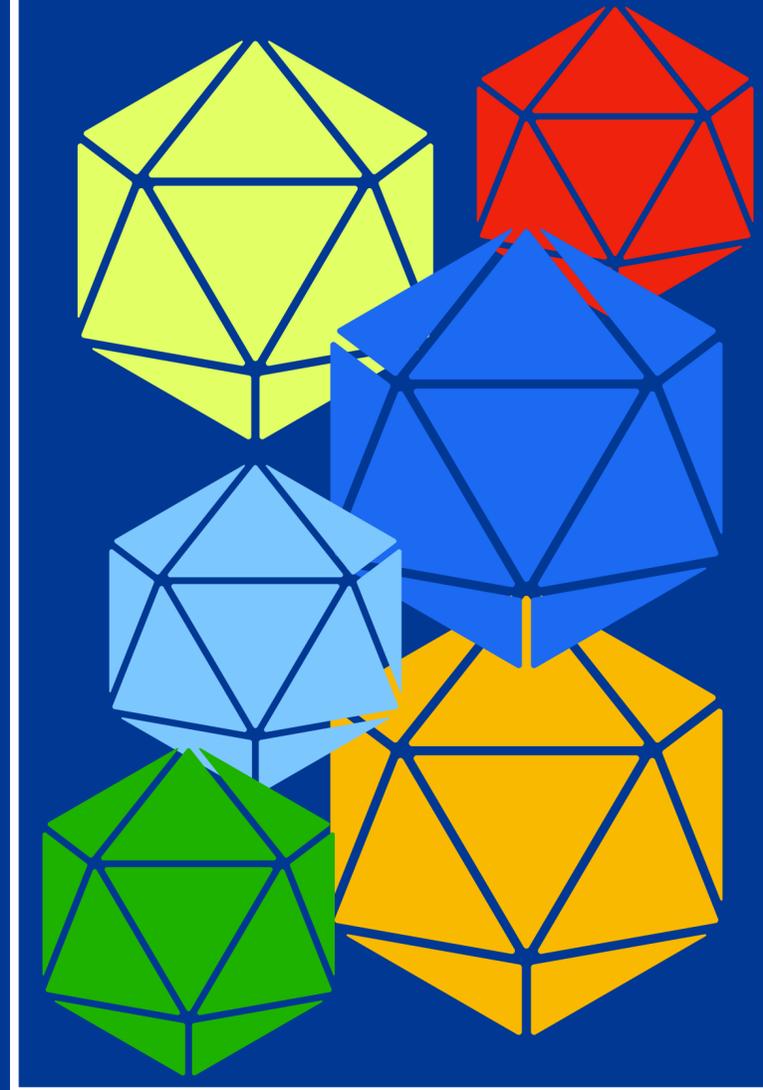


You can't manage this top down

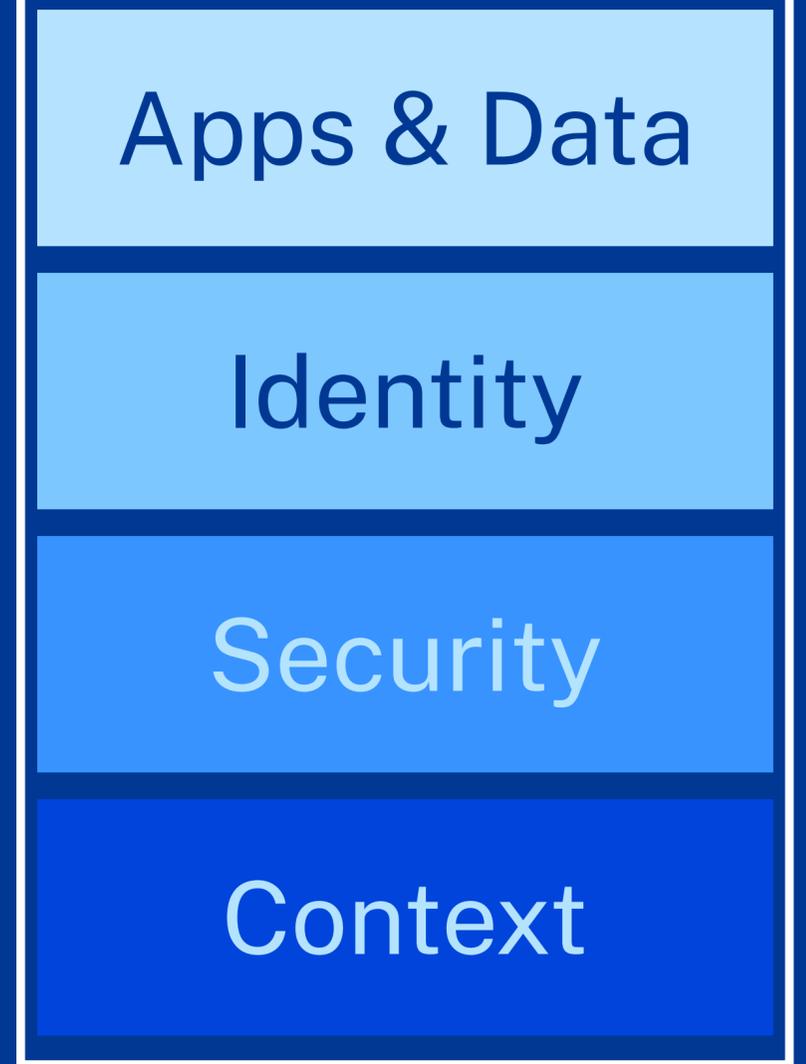
## Human Workers



## AI Platform



## The Workspace



What's the UI? Whatever the human wants at that moment!

*Keyboard, mouse, laptop*

*Earbuds while mobile*

*Video chat with AI avatar*

*Cast to tv, phone, screen, goggles*

## Human Workers



## AI Platform



## The Workspace

Apps & Data

Identity

Security

Context

# How does the AI model access the app? Whatever makes sense!

*Modern APIs, MCP, A2A*

*HDX / Remote CUAs*

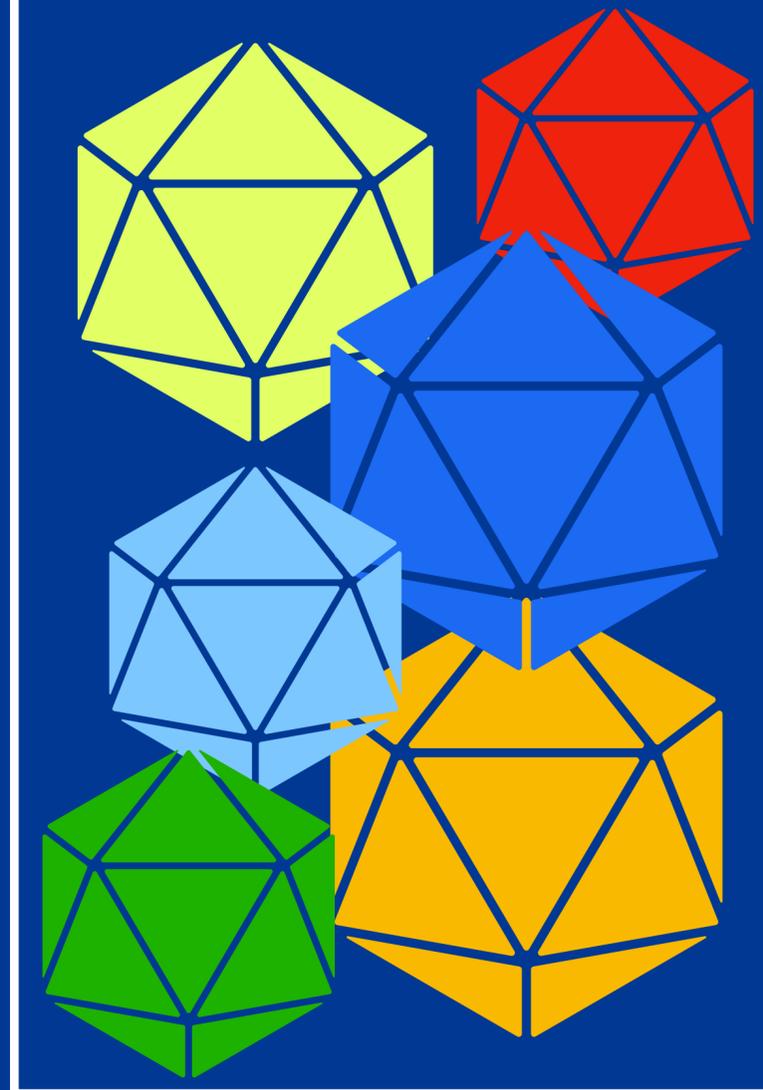
*Web browser / DOM access*

*Skip the app, manipulate files directly*

## Human Workers



## AI Platform



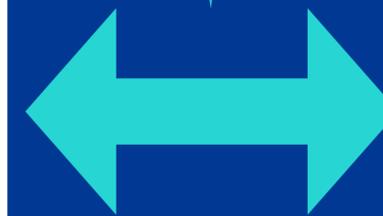
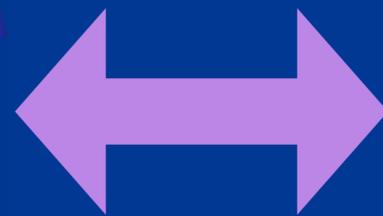
## The Workspace

Apps & Data

Identity

Security

Context



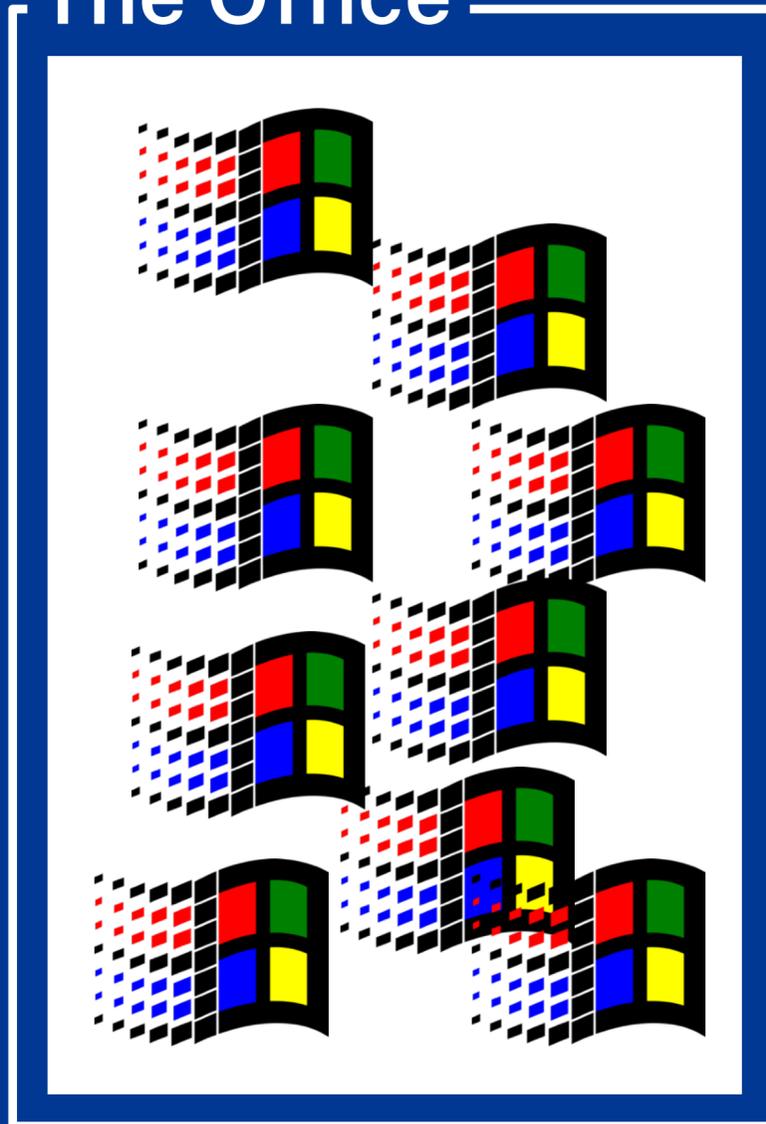
There's going to be a transition period.



# 1990s

Windows apps are stuck in the office :(

The Office



# 1990s: "The web will kill Windows apps!"

From	Subject	Received	Size
0	March Marketing Report.doc		19 K
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0	April PL Statement.xls		14 K
0	Tiger Woods.jpg		10 K
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0	1947 Indy500 Pace Lap.jpg		53 K
0	Executive Team Minutes.doc		19 K
0	January Marketing Report		19 K

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- [The Carbohydrate Addict's Gram Counter](#) by Richard Ferdinand Heller, Rachael F. Heller
- [O Is for Outlaw](#)

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If your browser doesn't support images, we have a [text](#) menu as well.

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# 1990s : Why the web is the future

Access apps instantly without having to install them first

Access apps from any device, even Mac or Linux!

Access apps from anywhere, not just the office!

Update apps one time (on the server), not for every desktop!

Good app performance even on slow connections!

Better security, no data is stored on the client device!

How to get this? C'est simple :

Just **REWRITE ALL YOUR APPS FROM SCRATCH !!!**

# 1990s : Why the **citrix** web is the future

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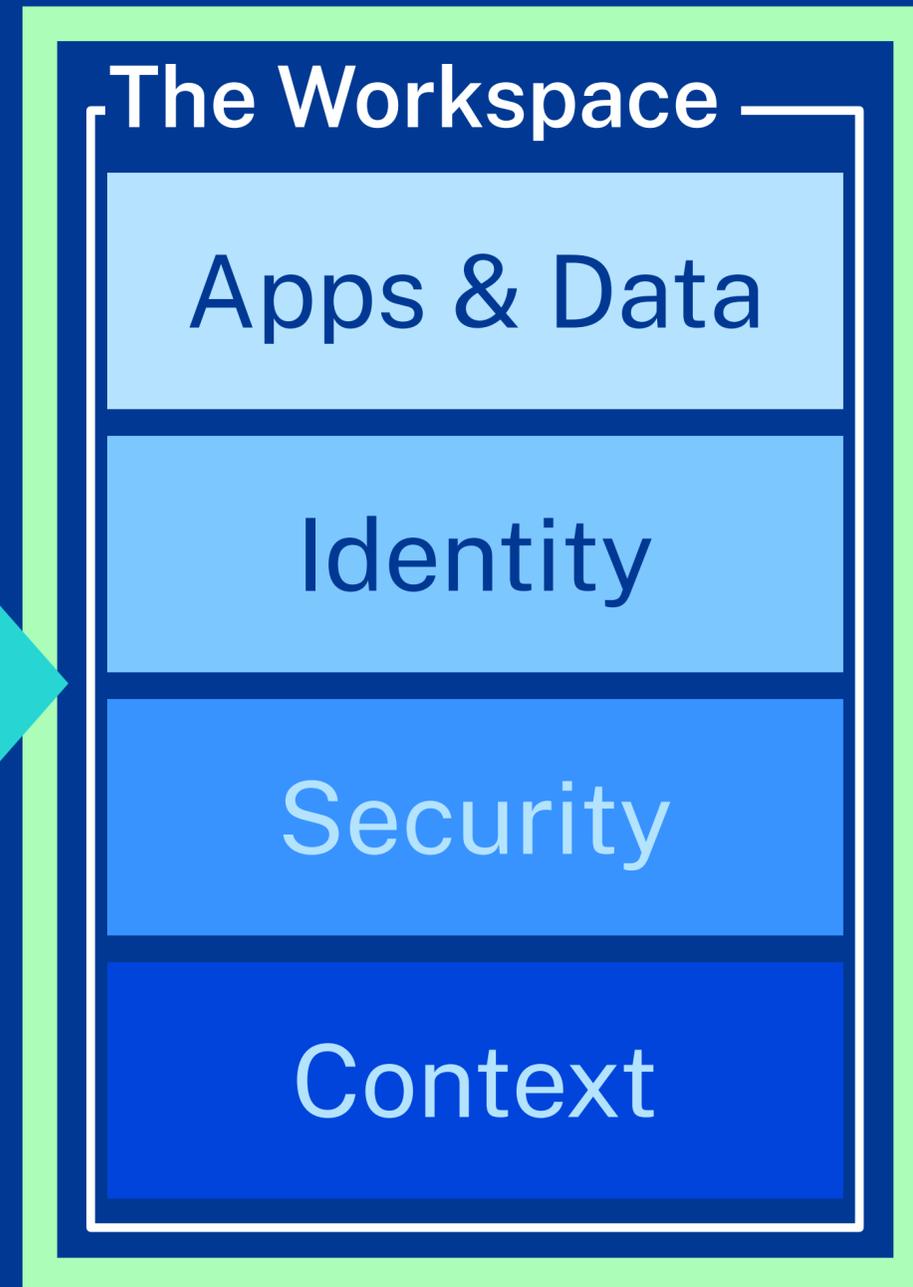
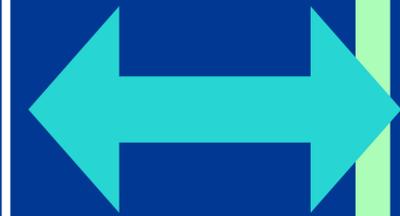
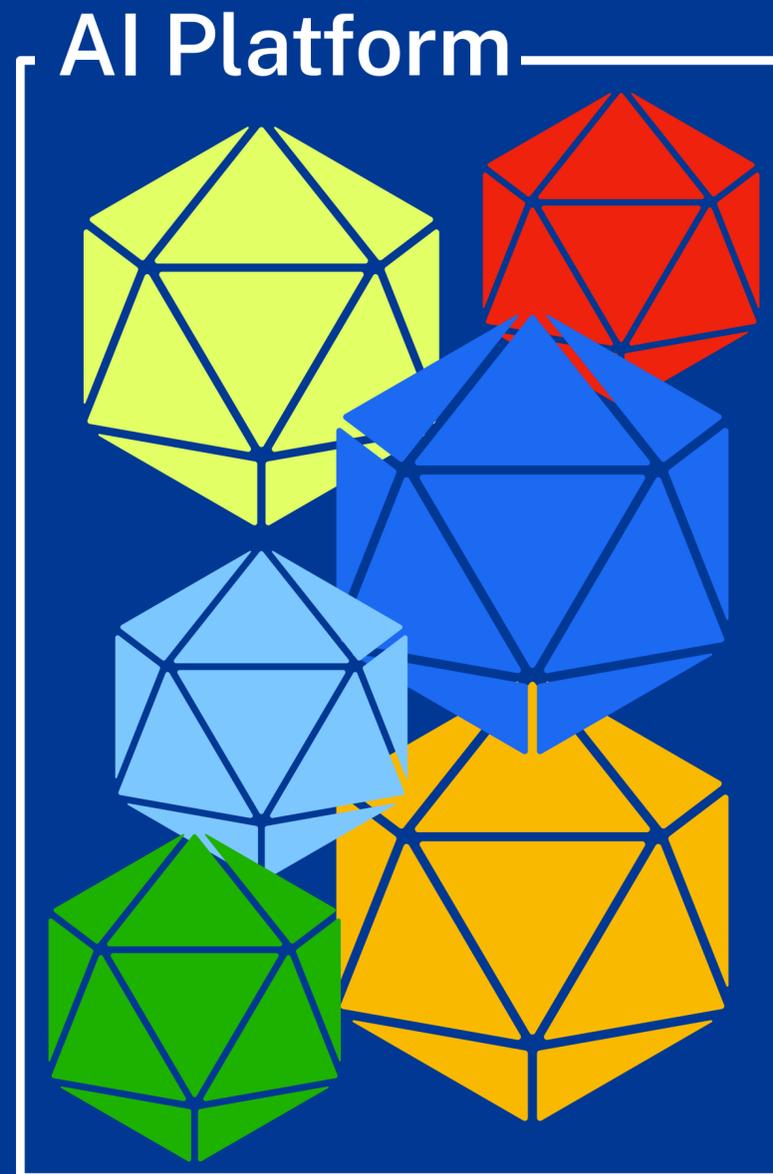
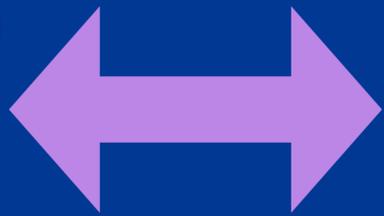
Just **R** **use** **TE** **citrix** **API** **and you're done** **CH !!!**



web is going to kill the old way !

# Keep doing what already works

(safely, from anywhere, with AI layered on top)



**citrix** DeviceTrust  
uberAgent  
Chrome Enterprise Premium  
Secure Private Access

## AI platform

ChatGPT  
Claude  
Gemini  
Grok  
Copilot  
le Chat



## Modern apps via connectors

SaaS, APIs, MCPs, etc.

**citrix** NetScaler

## Web / SaaS apps via browser control

**citrix** Chrome Enterprise Premium  
Secure Private Access

## Computer using agents (CUAs)

Windows apps, desktop workflows, etc.

**citrix** Virtual Apps & Desktops

Hey AI: Get the spreadsheet from OneDrive and update the latest numbers.

Also, update this every day and text me the latest.



# Are these “apps”?

They're ephemeral.

They're undocumented.

They're highly interconnected and tangled.

They're constantly evolving and never static.

They're invisible.

Not **“shadow”** IT, but **“alternate universe”** IT

AI



## Claude can now create and edit files

9 sept. 2025 • 2 min read



Microsoft 365

Products

Plans

[Home](#) > Vibe working: Introducing Agent Mode and Office Agent in

September 29 • 5 min read

## Vibe working: Introducing Agent Mode and Office Agent in Microsoft 365 Copilot

By [Sumit Chauhan](#), Corporate Vice President, Office Product Group, Microsoft

# Manage the **environment**, not the **apps**

## *You can not...*

vet 10,000 apps

document every  
workflow

approve every  
automation

train workers on every  
app

## *But you can...*

secure the workspace where  
they operate

monitor & record what's  
happening

control what data and systems  
they can access

provide guardrails

# What this means for us

## Today, we...

Manage workspaces, which provide a secure space for workers to use apps & data.

Provide guardrails that protect corporate data.

Audit, observe, protect, guide.

# What this means for us

## Tomorrow, we...

Manage workspaces, which provide a secure space for workers to use apps & data.

Provide guardrails that protect corporate data.

Audit, observe, protect, guide.

# Takeaways

AI platforms & agents are real, and evolving fast.

Their path into the enterprise will be via the knowledge worker.

You don't need a full EUC rebuild, you just need adaptability.

The workspace will still be the point of orchestration — physical, virtual, or invisible.

Everyone is racing for tomorrow's work. Don't forget to make sure today's work still works.

This is happening whether you like it or not.

Keep in touch for the latest!

# Brian Madden

LinkedIn  
bmadden

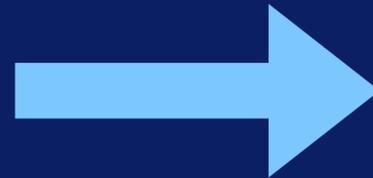


Blog

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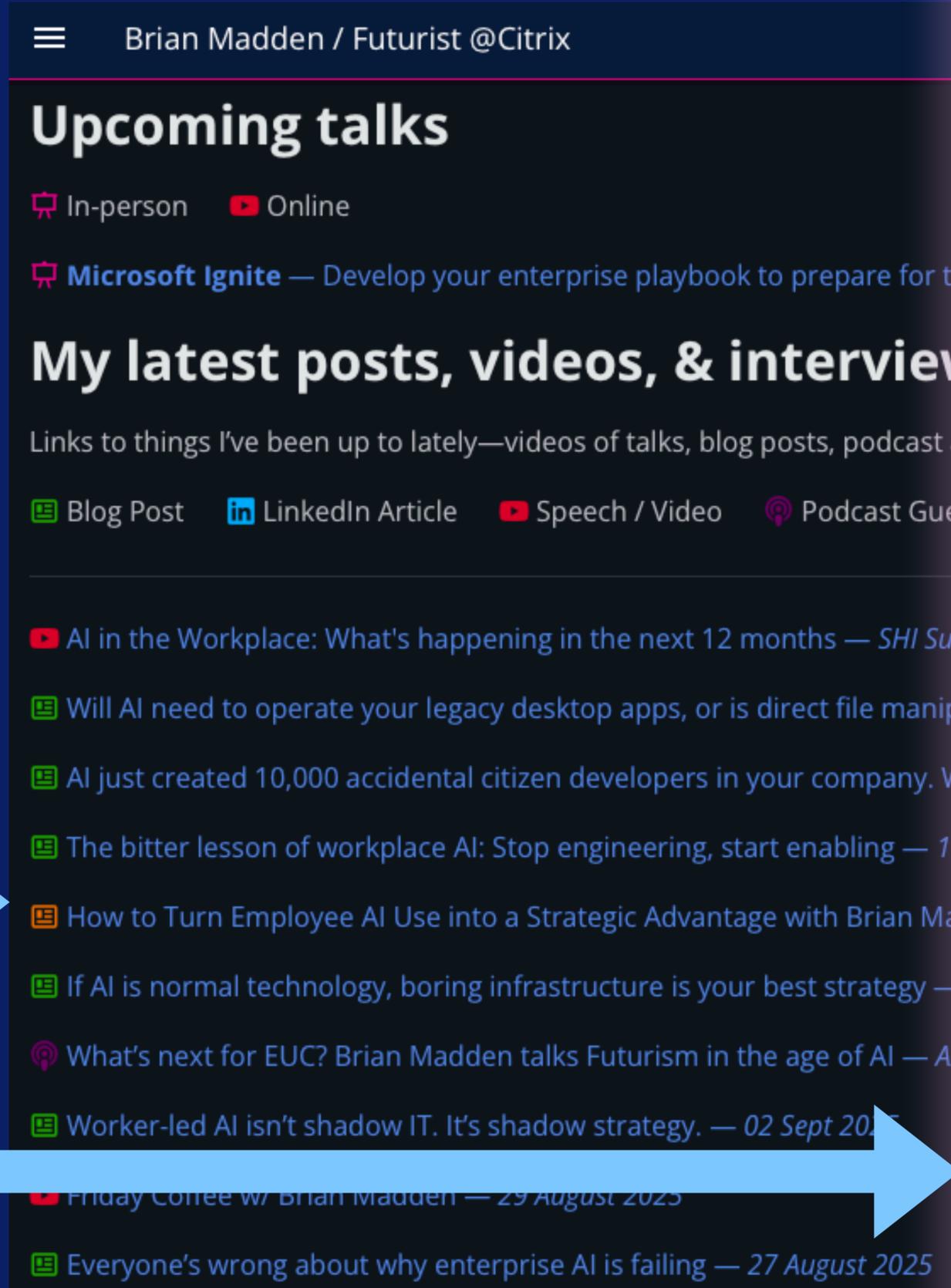
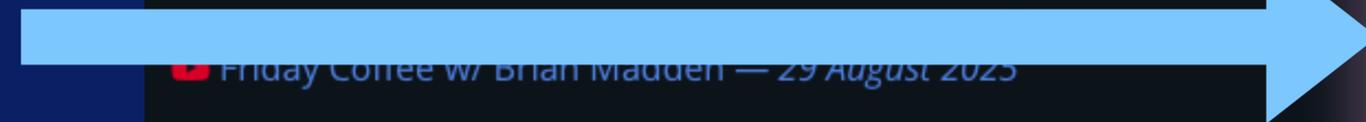
Updates

[bmad.com](https://bmad.com)



Resources

[bmad.com/links](https://bmad.com/links)



## Workplace AI Links & Resources

**⚠️ If you only do one thing:**

Listen to *The Artificial Intelligence Show* podcast, ~ 60 minutes. In a few weeks you will be smarter about AI in business in a few weeks.

These guys also have a free monthly *Intro to AI* zoom meeting that has started.

They also have a free weekly newsletter (*ExeclA Inside*)

### People & blogs I follow

- [Ethan Mollick](#) — One Useful Thing
- [Paul Roetzer](#) — Podcast Host, SmarterX CEO
- [Alberto Romero](#) — The Algorithmic Bridge
- [Daniel Miessler](#) — Unsupervised Learning
- [Aaron Levie](#) — CEO at Box
- [Brian Madden](#) — My Blog on Citrix.com

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