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Novell, Inc. was a leading American software and services company that operated from 1980 to 2014. The company was best known for its multi-platform network operating system, Novell NetWare, which played a significant role in the emergence of local area networks and changed the computing landscape worldwide. Novell Data Systems Inc was a computer systems company formed in August 1980 in Orem Utah by George Canova and Jack Davis two experienced computer industry executives. The name 'Novell' came from Canova's wife who thought it meant new in french but actually referred to the masculine nouveau or feminine nouvelle. Safeguard Scientifics provided over $2 million in seed funding and became majority owners of Novell Data Systems with Canova owning a significant portion of the company. The company started growing rapidly by mid 1981 selling two products the Nexus Series microcomputer and Image 800 dot matrix printer based on Zilog Z80 microprocessor and CP/M operating system but struggled to compete in the increasingly crowded market with revenue minimal but expenses tremendous. They created a multiplayer video game called Snipes. Heavy costs continued at Novell Data Systems in the first quarter of 1982, leading to management changes and layoffs. Canova was let go, and Jack Messman took over as president, convinced that SuperSet's networking technology was valuable after seeing it used on different personal computers. Poor performance at Novell Data Systems led to significant losses for Safeguard Scientifics in April 1982, putting pressure on the company's stock price. However, interest in computer-linking technology continued to grow, and Novell started focusing on both hardware and software products. Despite efforts, the dual emphasis had troubled results, resulting in another round of layoffs in July 1982, reducing staff from 50 to 30. Safeguard reported a $3.4 million loss due to the switch from hardware to software at Novell Data Systems. Throughout 1982, there were further management changes, with Major and others continuing to support Novell through SuperSet Software. Despite struggles, Novell had a presence at COMDEX in Las Vegas in November 1982, catching Ray Noorda's attention. Novell's "shark's teeth" logo was introduced in the late 1980s, and the company was incorporated as Novell, Inc. on January 25, 1983. Noorda took over as president and CEO in April 1983, with a reputation for turning around struggling companies. Messman remained chairman of the board, representing Safeguard Scientifics' interests, which still owned majority shares in the new company. Novella started with around 15 employees and emphasized the file server product, later introducing its significant product, Novell NetWare. Barry Rubenstein and Fred Dolan from Prescott, Ball and Turben came up with the idea of a rights offering to Safeguard shareholders. In January 1985, Safeguard Scientifics made an initial offering of shares in Novell, Inc. to its own shareholders at $2.50 per share. This sale brought Safeguard over $5 million in cash and reduced their ownership in Novell from 51% to 24%. Novell began trading as an over-the-counter stock. Novell's first product was a proprietary hardware server based on the Motorola 68000 processor using a star topology. It achieved some visibility, with advertisements seen in trade publications for third-party software products compatible with Novell ShareNet by April 1983. However, realizing that making a proprietary solution was disadvantageous, Novell looked to the IBM PC as an alternative platform and ported their network operating system (NOS) to run on it. The company then focused on centralized file and print services and by March 1984, Novell was announcing third-party products that worked with NetWare. With the emergence of the IBM PC and applications such as VisiCalc showing what microcomputers could do for businesses, there was an immediate demand for local area networking. Novell's timing was spot on, allowing them to find entryways into individual departments or regional facilities. NetWare was known for being very fast in operation, partly due to its design of running at kernel level ring 0 without regard for separate or protected address spaces. It also excelled with respect to computer security considerations, supporting user- and group-based roles and volume- and file-level access restrictions, making it attractive to systems administrators. Novell's NetWare operating system played a crucial role in transforming PC-based local area networks from novelty to powerful and reliable network services. By introducing its own Ethernet-based network adapter cards, including the NE1000 and NE2000, Novell expanded its market presence and established itself as a significant player in the industry. The acquisition of Excelan in 1989 further solidified Novell's position in areas such as smart Ethernet cards and commercialization of Internet protocol TCP/IP. This move combined Novell's annual revenue with Excelan's, resulting in a substantial increase in their market presence. A key software introduction came with the release of NetWare 386, also known as NetWare 3.0, which provided more modern architectural qualities and new capabilities in conjunction with the Intel 386 processor. This version maintained its character as a dedicated network operating system while introducing dynamic loading and unloading drivers and supporting interactions with Apple's Macintosh computers and Unix-based workstations. NetWare 3 supported interactions with database products from companies such as Oracle Corporation and Sybase, allowing NetWare to expand upon file and print sharing towards accessing business-critical data within companies. This made it a significant rewrite of the product and established NetWare 3 as a powerful and reliable network service. By the early 1990s, Novell held a dominant position in the network operating system (NOS) market for businesses. Despite competition from companies like Corvus Systems and Banyan Systems, none managed to significantly dent Novell's lead. Microsoft and IBM also attempted to challenge Novell but failed miserably. Between 1988 and 1992, Novell's revenue skyrocketed almost threefold to $933 million annually, with roughly half coming from North America and the other half from overseas. The company's earnings also rose to $249 million per year. During this period, Novell's stock price surged twelvefold. With its market dominance, Novell began acquiring and developing services based on its NetWare operating platform. However, the company was diversifying, targeting large corporations and wide area networks rather than smaller users. In 1991, Novell formed a marketing and development alliance with IBM to further this strategy. Despite later attempting to refocus on small businesses, Novell's focus remained on larger corporate clients. By early 1985, Novell had expanded rapidly but was still relatively unknown, earning it the nickname "the most misunderstood company in the world." Noorda's Leadership and Vision Led Novell's Success Novell's growth was largely due to the vision of its founder, Noorda, who is often referred to as the "Father of Network Computing." His leadership and industry vision played a crucial role in shaping the company's path. The press credited Noorda with forging the path for network computing from the early years of Novell's success. The company reflected aspects of Noorda's personal background, such as his Mormon faith, which brought about a strong "Mormon work ethic." This was evident in the company culture, where employees were known for being hard-selling but soft-drinking. Noorda himself was famous for his frugal ways and worked from a plain, small office. In 1989, senior executives Craig Burton and Judith Clarke left Novell, which raised concerns about Noorda's succession plan. However, in April 1990, Novell announced a merger with Lotus Development Corporation, but it collapsed later due to disagreements over the terms of the deal. Despite this setback, NetWare continued to grow rapidly, with a roughly two-thirds share of the market for network operating systems. By 1993, there were over half a million NetWare-based networks installed worldwide, and 55 million users on those networks. The company's employee base had grown from 15 to 4,335 during this period. Novell's growth was also attributed to its unique sales strategy, which focused on selling the product through a broad channel of 13,000 value-added resellers rather than hiring a large sales force. These resellers provided network education, installation, and maintenance services, including companies like CompUSA and Andersen Consulting. Novell's strategy to establish Authorized Education Centers and credentialization programs helped expand its reach, with certified engineers training others. The company's partnering approach was successful in overseas markets, such as Japan, where Novell set up a subsidiary, and South America and Eastern Europe, where it established authorized distributors. Under Ray Noorda's leadership, Novell provided upgrades to resellers and customers at a reduced cost, creating a gray market that allowed NetWare resellers to sell upgrades as newly purchased versions. This strategy helped fund the salaries of Novell Field Support Technicians. Before its eventual collapse, Novell played a key role in keeping the Federal Trade Commission's investigation into Microsoft alive. Between 1991 and 1994, Novell's CEO, Noorda, led a series of major acquisitions: Digital Research Inc., Unix System Laboratories, Serius Corp., WordPerfect Corporation, and Quattro Pro from Borland. These purchases aimed to create competition with Microsoft in various areas, such as operating systems and productivity software. By September 1993, the rivalry between Novell and Microsoft had become notorious, with BusinessWeek describing it as one of the "nastiest" in the industry. Novorda announced his departure from the CEO position due to health concerns and memory lapses in November 1993. Robert Frankenberg was appointed as the new CEO in April 1994, while Noorda remained as chairman of the board. Despite initial struggles with the USL acquisition and questions surrounding the WordPerfect deal, Frankenberg expressed enthusiasm about the potential for networked applications. The WordPerfect and Quattro Pro acquisitions were completed in June 1994, making Novell the third-largest software company in the world at that time. Noorda retired from the chairman position and left Novell completely in November 1994, while Frankenberg took over as both CEO and chairman. Novell continued developing the Corsair project until 1994, at which point it had become a project within Novell's advanced technology group. By then, they wanted to create a desktop metaphor with internet connectivity and began researching ways to make network access easier for users. However, they were unhappy with Unix-based systems, citing issues such as high hardware costs and licensing fees. Instead, they believed Linux would be the best option, and started working on integrating it into their systems. They also looked into other technologies, including IPX networking and Wine compatibility layer for Windows. In 1993, Digital Research's FlexOS had been licensed to IBM and was used in some of Novell's in-house projects. However, this license was sold off to Integrated Systems, Inc. for $3 million. Novell also pursued the development of "pervasive computing," a vision where their software would connect billions of devices by 2000. This goal aligns with the company's efforts to create a network of common devices running Novell software, linked together using various services components. As part of its reorganization, Novell abandoned its Corsair desktop project and transferred some components to Caldera, another startup funded by Noorda's technology investment firm. In 1996, Novell sold off many of their remaining Digital Research assets, including DOS and GEM, for $400,000 in cash plus royalties. Novell also made a significant purchase in 1992, buying Unix System Laboratories from AT&T Corporation. This move aimed to help Novell compete with Microsoft's Windows NT server, which was set to include networking as a built-in feature. Although Unix had attractive characteristics, such as its ability as an application server and lack of vendor lock-in, it still presented obstacles for widespread adoption. Novell acquired rights to Unix SVR4 source base and UnixWare operating system. They turned Unix brand name and specification over to X/Open industry consortium. Novell created Unix Systems Group, which absorbed Univel venture, keeping most USL employees in New Jersey facilities. The group released UnixWare 1.1 in 1994 with TCP/IP, NetWare client, and Merge functionality for DOS and Windows applications. In 1995, they released UnixWare 2.0, offering improved installation, ease-of-use, and multiple processor support. Novell planned to develop "SuperNOS" - a microkernel-based network operating system combining NetWare and UnixWare technologies. SuperNOS aimed to provide strengths of both, run existing NLMs and Unix executables, and compete with Windows NT. It would operate across distributed servers, offer object-oriented programming, and run NLMs in kernel space for maximum throughput. The project was about one-third completed by mid-1995, with 1997 seen as a customer release date, involving over 60 engineers mostly from UnixWare and Chorus sides. The ongoing conflicts within Novell reflected deeper cultural and political divides between its San Jose and Utah camps, particularly with regards to Unix support. The decision to acquire USL in 1994 was seen as a way for Novell to bolster its presence in the Unix market, but it ultimately failed to achieve significant gains. By the end of 1995, only about 5% of Novell's revenue came from its Unix Systems Group, and even fewer Certified NetWare Engineers became involved with UnixWare. Another goal, to unite different Unix vendors under one umbrella, also fell short. As a result, by late summer in 1995, Novell began searching for ways to exit the Unix business. This search led them to sell UnixWare to SCO in September 1995, along with a licensing agreement with Hewlett-Packard. The deal included SCO merging UnixWare with its OpenServer and adding NetWare services to the new product called Gemini, while HP would integrate NetWare code into their own Unix system, HP-UX. Despite initial optimism about a next-generation, 64-bit Unix from SCO and HP, Novell's SuperNOS initiative was abandoned and the three-way deal began showing signs of strain by December 1995. Novell's AppWare initiative aimed to create scalable, distributed computing solutions for enterprise applications. The company acquired Serius Corp., which developed a graphical programming language for constructing applications by connecting icons representing objects and their commands. Novell also purchased Software Transformations Inc.'s cross-platform object code library, which enabled the porting of conventional programs to various platforms. The combined technologies were renamed AppWare, with three main components: AppWare Visual AppBuilder, AppWare Loadable Modules, and AppWare Foundation. Novell's strategy focused on NetWare, UnixWare, and AppWare to support distributed computing needs. However, the AppWare plans began to falter when Novell announced the sale of the Appware Foundation product in September 1994. Despite continued development of Visual AppBuilder and release of new loadable modules, the initiative ultimately failed. In March 1996, Novell sold all rights to the AppWare technology to Network Multimedia Inc., a company led by Ed Firmage, former director of AppWare marketing at Novell. Given text: paraphrase this text: products that could be connected across the network via NetWare and UnixWare.[110] The key to this was the idea of "groupware" for collaboration.[110] Noorda said, "The era of stand-alone personal computing is evolving into group collaboration that connects individuals, groups and companies. Novell's objective is to accelerate this market transition."[110] The geographical proximity, as well as the cultural similarity, between the two companies also made the acquisition seem like a good idea.[34] The stock market was not enthused about the deal and Novell's stock price slid steadily in value.[111][112] The merger, and acquisition from Borland, both closed on June 24, 1994 (with the public announcement being made on June 27).[66] Because the price for WordPerfect was measured in Novell stock, when the deal closed the cost of WordPerfect had become $855 million.[113] Work on the acquired products was organized into the company's Application Group.[66] Both before and after the acquisition, there were substantial layoffs of WordPerfect staff;[114] at the peak right after the acquisition closed, Novell's employee count was around 10,150.[115] Novell's corporate address was shifted to WordPerfect's Orem location for a while.[93] The market for standalone word processors and spreadsheets was expanding to that of office suites, where Microsoft Office had an early lead in marketshare.[116] To compete, Novell released PerfectOffice 3.0 in December 1994,[116] which integrated various products, including WordPerfect and Quattro Pro, into a comprehensive office suite. The product surpassed sales expectations and gained significant user base, especially with its professional edition featuring AppWare and Borland's Paradox database.[117] However, industry analysts believed that PerfectOffice arrived too late to challenge Microsoft Office's dominance in the market.[116] WordPerfect played a crucial role in Novell's future strategy, incorporating OpenDoc and IBM System Object Model technology into its products. Novell's Attempt to Compete with Microsoft Fails Novell struggled after acquiring WordPerfect, selling its personal productivity products line for $186 million. The company's decision to sell was due to the dominance of office suites like Microsoft Office and WordPerfect being less strategic. Novell suffered significant losses, including a net loss of $35 million in 1993, largely due to write-offs for the acquisitions. The Noorda-era acquisitions were short-lived, and the business press criticized the attempt to compete head-on with Microsoft. The sale to Corel was completed in March 1996, marking the end of Novell's struggle to compete in the market. Novell's strategic shift began when it replaced its old Bindery server and user management technology, which was crucial to staying relevant in the market. At that time, Novell had an edge over Microsoft due to Active Directory not being available yet. Following the demise of UnixWare, Novell focused on major upgrades to its core NetWare-based network operating system. The initial release of NetWare 4 caused compatibility issues for some users and led to a decision-making dilemma for large enterprises. Although NetWare 4.1 attempted to resolve these problems, many customers had already started considering Windows NT as an alternative platform for application and database services. Furthermore, Microsoft's bundling of IIS with NT was proving successful, while Novell struggled to establish itself in the Internet market. However, by 1996, there were still three million networks using NetWare, despite its declining popularity. In response, the company began shifting towards Internet-enabled products, abandoning IPX protocol for TCP/IP and incorporating Java support. The release of Intranetware in 1996 marked a significant step in this direction. When Eric Schmidt took over as CEO in 1997, he accelerated these changes by introducing BorderManager, which provided proxy server, firewall, and other services for connecting NetWare networks to the Internet. The company also released a new version of NDS that could run on Windows NT, not just NetWare. Additionally, Novell launched NetWare 5.0 in October 1998, which leveraged eDirectory and introduced new functions like Novell Cluster Services (NCS) and Novell Storage Services (NSS). As the NOS market shifted in favor of networking-centric operating systems after 1995, Novell's market share experienced a significant decline. The company's traditional strengths, such as IPX and Turbo FAT file system support, became less relevant as competitors like Windows NT, Linux, and OS/2 incorporated network functionality into their core offerings. By mid-1996, only 20% of corporate users had upgraded to the latest NetWare version, and a mere 10% expected to still be using it three years later. Novell's stock price plummeted from $33 per share in 1993 to under $12 by March 1996, with revenue decline starting in 1995. By 1997, Windows NT had surpassed NetWare in new network operating system installations, with Unix and Linux also making gains. To address the crisis, Eric Schmidt, Novell's CEO from 1997 to 2001, implemented cost-cutting measures, including layoffs and halting shipments to resellers due to high unsold inventory levels. Despite efforts to recommit to Provo, Utah, Novell's decline accelerated under Schmidt's leadership, with sales and share price plummeting. Analysts attributed the company's demise to its mismanaged channel strategy and poor partner relationships. Novell's resellers dropped NetWare due to fear of litigation from 1998 to 2001, causing the company to lose its dominant market position. Microsoft out-marketed Novell by selling directly to corporate executives and positioning Windows 2000 as superior to NetWare in features like Group Policy and GUI. As a result, Novell's revenue plummeted, and the company focused on net services and platform interoperability. Products such as eDirectory and GroupWise were made multi-platform, but large customers like Chase Manhattan Bank and United Parcel Service began migrating their NetWare systems to alternatives by 2000. Novell released DirXML in October 2000, which would later become the Novell Identity Manager. During this time, Novell developed Internet-centric products, but they didn't sell as well as expected due to channel issues with training, lead generation, and support. The company was increasingly becoming irrelevant within the industry despite efforts from CEO Schmidt to turn things around. In 2001, Novell acquired Cambridge Technology Partners to expand its services offerings, moving its headquarters to Waltham, Massachusetts. In 1999, Chris Stone left CTP and was rehired as vice chairman by Jack Messman. Novell moved its headquarters to Massachusetts after acquiring CTP in July 2001. Schmidt joined Google and became chair of the board and then CEO soon after the announcement. In July 2002, Novell acquired SilverStream Software for its web services-oriented applications. Renamed to exteNd, the platform comprised XML and web service tools based on Java EE. Novell was going through restructuring, but it wasn't progressing as fast as expected due to poor direction and management. In June 2006, the CEO Jack Messman and CFO Joseph Tibbetts were let go, with Ronald Hovsepian becoming the new CEO. Novell released SUSE Linux Enterprise 10 (SLE 10) in August 2006, which featured virtualization capabilities based on Xen and a user-friendly GUI. The release was marketed as "Your Linux is Ready," emphasizing that Novell's Linux offerings were ready for enterprises. Novell also introduced "SUSE Linux Enterprise Real Time" (SLERT), a real-time version of SLES, in September 2006. However, the company became involved in several disputes, including the SCO–Linux case, which revolved around asset-transfer agreements between Novell and The SCO Group. The case was highly publicized, with the FOSS community supporting Novell. In 2010, a jury trial ruled that the copyrights belonged to Novell. In 2004, Novell sued Microsoft over antitrust violations regarding its WordPerfect business in the mid-1990s. However, the lawsuit was dismissed in 2012 due to lack of merit. In November 2006, Novell and Microsoft announced a joint collaboration agreement, including coverage for each other's customers and a joint research facility to improve software compatibility. Microsoft's cooperation agreement with Novell led to better virtualization techniques and improved compatibility between Microsoft Office and OpenOffice.org. According to Steve Ballmer, CEO of Microsoft, the deal would bridge the divide between open-source and proprietary source software. As part of the agreement, Microsoft paid $348 million upfront and committed to spending $46 million annually for five years on marketing and selling a combined SLES/Windows Server offering. Novell received at least $40 million yearly from Microsoft over the same period. One notable result was the adaptation of the OpenXML/ODF Translator by Novell for use in OpenOffice.org. Additionally, Microsoft released public covenants not to sue users of the open-source Moonlight runtime. The deal faced criticism from some members of the free and open-source software community, who expressed concerns that it would restrict distribution of code under the GNU GPL. The agreement was later grandfathered in by the final revision of the third version of the GPL license, which allowed companies to distribute GPLv3 software even if they had made patent partnerships in the past. However, some groups, such as the Samba team, strongly disapproved of the announcement and asked Novell to reconsider. Novell announced its intention to lead in intelligent workload management with products for diverse workloads. The company restructured around this approach, using technologies from its PlateSpin acquisition and SUSE Studio, an online Linux software creation tool. Key features included virtual appliances for application vendors and support for various cloud environments such as Hyper-V, VMware, and Xen. Partnerships were announced with SAP, Citrix Systems, Ingres, and others. Industry analysts had mixed reactions to the move. Despite having strong technologies, Novell struggled to attract market attention like competitors Microsoft or VMware. The company was rumored to be a target for acquisition but declined an offer from Elliott Associates in 2010 and later accepted one from The Attachmate Group for $2.2 billion in 2010. As part of the deal, 882 patents were sold to CPTN Holdings LLC, a consortium including Microsoft, Apple, EMC, and Oracle. Novell's management software, file management, and collaboration tools, along with related patents for identity and security management, were part of a larger deal involving Attachmate Group. Although some issued patents and applications might overlap with other software products, no changes were made to SUSE business relations with the openSUSE project before or after the merger. The acquisition closed in April 2011, with Novell becoming a wholly owned subsidiary of Attachmate Group. At this time, some Novell products and brands were transferred to NetIQ, while the SUSE Linux brand was spun off as its own business unit. Just prior to the merger, Novell sold its patents to CPTN Holdings for $450 million. The US Department of Justice initially expressed concerns that the deal with CPTN could hinder open source software's ability to innovate and compete in operating systems, middleware, and virtualization products. However, this was addressed by altering the agreement so all Novell patents would be acquired under the GPLv2 open source license. After Attachmate Group sold its Novell division to Micro Focus in 2014 for $1.2 billion, SUSE was eventually sold to EQT AB in 2019 and is now a separate entity from the former Novell organization within Micro Focus. Novell's Acquisition History Lacked Recognition for NetWare Novel products are listed without mentioning Netware on a website listing former Novell products. In January 2023, Micro Focus was acquired by OpenText, but the former Novell products remain in OpenText groups without identification of their past. Internal company T-shirts commemorate acquisitions including WordPerfect and Quattro Pro. Former companies include Cache Data Product, CXI, SoftCraft, Indisy Software, Excelan, Digital Research for US$80 million, International Business Software Ltd., Serius, Unix System Laboratories, WordPerfect Corporation, Quattro Pro, Netoria, Ukiah Software, JustOn, PGSoft, Novetrix, Cambridge Technology Partners, Callisto Software, SilverStream Software, Ximian, SUSE, Salmon, Tally Systems, Immunix, e-Security, Inc, RedMojo, Senforce, PlateSpin, SiteScape, Fortefi. Novell provided proficiency certification for users of its products including Certified Novell Administrator and Master Certified Novell Instructor. The Utah Valley area remains associated with the tech industry due to Novell's presence. Utah's entrepreneurial spirit led to its reputation as Silicon Slopes, thanks in part to three key individuals. Novell, a major player during this time, developed various products that catered to different needs, including BorderManager for secure internet access, Business Continuity Clustering for high-availability servers, and Client for Linux or Windows for accessing NetWare services. Other notable products included Cluster Services for Open Enterprise Server, Data Synchronizer for constant connectivity, Endpoint Lifecycle Management Suite for managing devices and applications, and File Reporter for examining file data. The company also offered solutions like GroupWise for secure email, iFolder for online storage, iPrint for mobile printing, NFS Gateway for accessing UNIX/Linux file systems, and Open Enterprise Server for centralized server management. Additionally, Novell provided a range of suites, including Open Workgroup Suite, Open Workgroup Suite for Small Business, Service Desk, Storage Manager, Total Endpoint Management Suite, Vibe, and ZENworks, which focused on computer system management, application virtualization, and asset reporting. Novell's ZENworks platform offers comprehensive endpoint management and security features including automated software distribution, user support, and Windows 7 migration tools ZES provides identity-based protection for client devices while Full Disk Encryption safeguards data on laptops and desktops Handheld Management secures stolen handhelds and protects user data Novell's Linux Management enables policy-driven automation for deploying and managing Linux resources ZENworks Mobile Management secures corporate-issued and personal mobile devices Patch Management automates patch assessment, monitoring, and remediation ensuring security vulnerability detection The company also offers a Virtual Appliance providing plug-and-play configuration management, asset management, and patch management The history of Novell, a company that played a significant role in the development of networking technology, can be traced back to the early 1980s. In 1982, Novell was struggling financially and underwent significant changes, including layoffs and a shift from hardware to software products. The company's fortunes began to change with the success of its NetWare operating system, which became a dominant force in the networking industry. In the late 1980s and early 1990s, Novell continued to innovate and expand its product line, including the release of NetWare 386 and other software products. The company also made significant changes in leadership, with new presidents taking over in the mid-1980s and again in the mid-1990s. Despite these efforts, Novell faced significant challenges in the late 1990s, including increased competition from Microsoft and a decline in its market share. The company's struggles led to a major restructuring effort in the early 2000s, which ultimately resulted in the acquisition of Novell by the Attachmate Corporation in 2011. Throughout its history, Novell has been known for its innovative approach to networking and its commitment to providing high-quality products and services. The company's legacy continues to be felt today, with many of its technologies still in use in modern networks. Novell was a leading technology company in the late 1980s and early 1990s, known for its network operating system NetWare. The company's history began with Laurie Flynn's interview with Novell CEO Kanwal Rekhi in 2017, which revealed key events and decisions that shaped the company's trajectory. In the late 1980s, Novell expanded rapidly, opening new offices and acquiring several companies. However, this growth was short-lived, and by the early 1990s, the company faced significant challenges from competitors like Microsoft and IBM. In response, Novell shifted its focus towards networking and expanded its product offerings. Novell's peak period came in the mid-1990s, with the release of NetWare 4.x and the introduction of the Novell logo. However, the company's success was short-lived, and by the late 1990s, it had declined significantly. In 2001, Novell announced that it would merge with Internet XChange (IXC), which ultimately failed. Today, Novell is a subsidiary of IBM, and its legacy can still be seen in the network operating systems used today. The company's history serves as a cautionary tale about the challenges faced by technology companies during times of rapid growth and decline. Novell, a company that played a significant role in the development of networking and operating systems, underwent various changes and acquisitions throughout its history. In the early 1990s, Novell merged with Digital Research, Inc. (DRI), and later acquired UNIX System Laboratories from AT&T. This marked a significant shift for the company as it expanded its offerings to include Unix-based systems. Under the leadership of Larry Ellison, who took over as CEO in 1993, Novell began to focus on developing software solutions that could manage client-server relationships. The company released several products, including NetWare and Multiuser DOS Lite, which helped improve performance and increase compatibility with various operating systems. As the 1990s progressed, Novell continued to evolve and expand its product lines. In 1994, the company finalized a merger with WordPerfect, further solidifying its position in the industry. However, Novell also faced challenges and setbacks during this period. The company abandoned its NEST (Novell Embedded System Technology) project, which aimed to create a universal operating system plan. Additionally, Novell sold off several of its assets, including its relationship with Sun Microsystems. Despite these challenges, Novell remained a major player in the industry, with a strong focus on networking and operating systems. The company's products continued to be widely adopted by businesses and organizations around the world. Today, Novell is part of the IBM Software Group, having been acquired by IBM in 2004. While the company has undergone significant changes over the years, its legacy as a pioneer in networking and operating systems remains an important part of its history. In the mid-1990s, Novell, a leading computer software company, underwent significant restructuring and announcements that impacted its Unix-based products. In 1995, Novell released Version 1.1 of UnixWare, which was designed to be compatible with NetWare. This move aimed to expand Novell's Unix offerings and compete more effectively in the market. Additionally, Novell announced plans for a common kernel called SuperNOS, intended to unify its UnixWare and NetWare products. The company also made efforts to improve its object-oriented capabilities and adapt to changing industry trends. In 1995, Novell released Windows 95, which proved successful in the real world. However, the company faced challenges in maintaining market share and competing with other major players in the industry. Throughout this period, Novell underwent various changes, including a significant restructuring effort and acquisitions of new companies. The company's fortunes fluctuated over time, but it continued to evolve and adapt to changing market conditions. Some key events during this time include: * 1995: Release of Version 1.1 of UnixWare and announcement of the SuperNOS kernel. * 1994-1996: Novell acquired WordPerfect and AppWare, which were later spun off into separate companies. * 1993-1994: Novell released AppWare and began exploring its potential in distributed networking. Overall, Novell's efforts during this period aimed to strengthen its position in the market by releasing new products and adapting to changing industry trends. In the mid-to-late 1990s and early 2000s, Novell, a software company, underwent significant changes and challenges. The company acquired WordPerfect, a popular word processing software, but struggled to maintain its market share. In 1994, Novell was in the process of acquiring WordPerfect, with the deal being completed a month ahead of schedule. Throughout the late 1990s, Novell faced financial difficulties, including declining stock prices and revenue. The company attempted to adapt to changing market conditions by developing new software products, such as PerfectOffice 3.0. However, these efforts were not successful in reversing the company's decline. In 1996, Novell sold WordPerfect, marking a significant departure from its core business. This decision was followed by a series of other financial and operational challenges, including lawsuits against resellers and a failed attempt to acquire Cambridge Technology Partners (CTP). Despite these setbacks, Novell attempted to revamp its strategy and refocus on the internet services market. In 2000, the company invested in a new building and announced plans to expand its operations. However, Novell continued to struggle financially, with declining revenue and stock prices. The company's leadership faced criticism and departures, including the resignation of its chairman and CEO. By the early 2000s, Novell was on the verge of collapse, but ultimately managed to recover through a series of strategic acquisitions, including the purchase of SUSE Linux. Overall, Novell's history in this period was marked by significant challenges, failures, and setbacks, but also by efforts to adapt to changing market conditions and refocus on its core business. Novell's partnership with Microsoft led to a range of developments in the Linux ecosystem. 2012-05-29 was when Novell's website first archived information about its workload automation strategy and tools, which were detailed in a press release from Datamation on 2009-12-08. A similar article by Computer Weekly on 2010-03-25 discussed intelligent workload management as a new way of working. Virtually Speaking published an interview with Dan Kusnetzky on the same day, discussing Novell's announcement of its workload management strategy and roadmap. PR Newswire reported that Elliott offered to acquire Novell on 2010-03-02, but it was rejected by Novell as "inadequate" on 2010-03-20. On November 21, 2010, Novell entered into a Patent Purchase Agreement with CPTN Holdings LLC, which included Microsoft Corporation as one of its partners. This agreement provided for the sale of 882 patents to CPTN for $450 million in cash. Just days later, on November 22, 2010, Novell agreed to be acquired by Attachmate Corporation. The acquisition was completed on April 28, 2011, and details emerged about the patents being sold to Microsoft, including partners like Apple, EMC, and Oracle. On May 3, 2011, it was reported that Novell's headquarters had been relocated back to Provo, Utah. Amidst these changes, Attachmate announced its plans for the openSUSE project and completed the merger with Micro Focus in November 2014. In March 2019, EQT acquired SUSE from Micro Focus, marking another significant development in the ownership of Novell's assets. Novell Corporation's History and Acquisitions