This talk presents research on the complicated relationship between the natural gas company Enron and the city of Houston. Sensing a new round of economic globalization on the horizon at the start of the 1990s, Ken Lay, the firm’s Chairman and CEO, took a number of steps to prepare his company for these changes. Enron seemed to offer a model for how Houston could transition to a “knowledge economy.” Lay believed that Houston would need to change so Enron could compete with cities such as New York and London to recruit the sort of workers a knowledge economy required. Enron’s fate, it seemed, would be inextricably bound to Houston’s.