

When a company looks too good to be true, it usually is.

The Rise and Fall of Enron

BY C. WILLIAM THOMAS

If you're like most, you've been astonished, disillusioned and angered as you learned of the meteoric rise and fall of Enron Corp. Remember the company's television commercial of not so long ago, ending with the reverberating phrase, "Ask why, why, why?" That question is now on everyone's

lips. The Enron case is a dream for academics who conduct research and teach. For those currently or formerly involved with the company, such as creditors, auditors, the SEC and accounting regulators, it's a nightmare that will continue for a long time.

Formal investigations of Enron are now under way, headed by the company's board, the SEC, the Justice Department and Congress. The exact causes and details of the disaster may not be known for months. The purpose of this article is to summarize preliminary observations about the collapse, as well as changes in financial reporting, auditing and corporate governance that are being proposed in response by Big Five accounting firms, the AICPA and the SEC.

IN A WAY IT'S SIMPLE, IN A WAY IT'S NOT

On the surface, the motives and attitudes behind decisions and events leading to Enron's eventual downfall appear simple enough: individual and collective greed born in an atmosphere of market euphoria and corporate arrogance. Hardly anyone—the company, its employees, analysts or individual investors—wanted to believe the company was too good to be true. So, for a while, hardly anyone did. Many kept on buying the stock, the corporate mantra and the dream. In the meantime, the company made many high-risk deals, some of which were outside the company's typical asset risk control process. Many went sour in the early months of 2001 as Enron's stock price and debt rating imploded because of loss of investor and creditor trust. Methods the company used to disclose (or creatively



obscure) its complicated financial dealings were erroneous and, in the view of some, downright deceptive. The company's lack of transparency in reporting its financial affairs, followed by financial restatements disclosing billions of dollars of omitted liabilities and losses, contributed to its demise. The whole affair happened under the watchful eye of Arthur Andersen LLP, which kept a whole floor of auditors assigned at Enron year-round.

THE BEGINNING PRESAGES THE END

In 1985, after federal deregulation of natural gas pipelines, Enron was born from the merger of Houston Natural Gas and InterNorth, a Nebraska pipeline company. In the process of the merger,

Enron incurred massive debt and, as the result of deregulation, no longer had exclusive rights to its pipelines. In order to survive, the company had to come up with a new and innovative business strategy to generate profits and cash flow. Kenneth Lay, CEO, hired McKinsey & Co. to assist in developing Enron's business strategy. It assigned a young consultant named Jeffrey Skilling to the engagement. Skilling, who had a background in banking and asset and liability management, proposed a revolutionary solution to Enron's credit, cash and profit woes in the gas pipeline business: create a "gas bank" in which Enron would buy gas from a network of suppliers and sell it to a network of consumers, contractually guaranteeing both the supply and the price, charging fees for the transactions and assuming the associated risks. Thanks to the young consultant, the company created both a new product and a new paradigm for the industry—the energy derivative.

(continued on page 42)

Enron The Rise And Fall

SB Merriam



Enron The Rise And Fall:

Enron Loren Fox, 2004-01-30 I'd say you were a carnival barker except that wouldn't be fair to carnival barkers. A carnie will at least tell you up front that he's running a shell game. You Mr. Lay were running what purported to be the seventh largest corporation in America. Senator Peter Fitzgerald R-IL to Enron CEO Kenneth Lay Senate Commerce Science Transportation's Subcommittee Hearing on Enron 2/12/02 The speed of Enron's rise and fall is truly astonishing and perhaps the single most important story of corporate failure in the twenty-first century. In Enron investigative journalist Loren Fox promises readers nothing short of the most compelling and insightful investigation into Enron's meteoric ascent regarded by Wall Street and the media as the epitome of innovation and its spectacular fall from grace. In a lively and authoritative manner Fox discusses how the biggest corporate bankruptcy in American business history happened, why for so long no one except for an enlightened few saw it coming, and what its impact will be on financial markets, the U.S. economy, U.S. energy policy, and the public for years to come. With access to many company insiders, Fox's intriguing account of this corporate debacle also provides an overview of the corporate culture and business model that led to Enron's high-flying success and disastrous failure. The story of Enron is one that will reverberate in global financial and energy markets, as well as in criminal and civil courts for years to come. Rife with all the elements of a classic thriller: scandal, dishonest accounting, personal greed, questionable campaign contributions, suicide. Enron captures the essence of a company that went too far, too fast. **Enron: The Rise and Fall of a Corporate Giant** Terrance Williams, 2024-12-02 Uncover the dramatic rise and fall of Enron, once a beacon of innovation in Enron: Ambition and Deception. This book takes you through the company's bold ventures and catastrophic collapse, exposing the greed and ethical failures that led to its downfall. Meet the whistleblowers who revealed the truth and learn the lessons that reshaped corporate governance. A gripping narrative of ambition gone awry, this is a must-read for understanding the essential balance of ethics in business. *Innovation Corrupted* Malcolm S. Salter, 2003 This paper presents a brief historical overview of Enron's rise and fall and summarizes what is currently known about: 1) the evolution of Enron's business model; 2) those organizational processes relied upon by senior Enron officials to drive and monitor the business; 3) emergent behavior related to the structuring, management, and valuation of major partnerships; and 4) oversight provided by Enron's management and board of directors. It concludes by posing the question of how Enron's story, as a new post-deregulation corporate model, could have escaped critical analysis by the financial community, the business press, and other observers for so long. As such, this paper is an exercise in description, not interpretation. Since many of the facts about Enron's rise and fall have yet to be determined and agreed upon, this description must be considered tentative and incomplete. Nevertheless, the broad contours of the Enron story presented in this paper provide a sufficient basis for developing initial hypotheses about what might have caused Enron's swift collapse and what business and public policies might best protect shareholders, employees, and other relevant parties in the future from the kinds of injuries experienced in

Enron's swift decline into bankruptcy

Analysis of Enron's Unethical Entrepreneurial Practices Leading to its Collapse Caroline Mutuku, 2018-05-30 Seminar paper from the year 2018 in the subject Business economics Business Ethics Corporate Ethics grade 1 language English abstract Before 2000 Enron was famous in the business world. It was known as an innovative company, a technological powerhouse and a major corporation with no fear. It was founded in 1985 as a natural gas pipeline company. The company emerged as a pioneer in the deregulated energy market rapidly and within fifteen years the enterprise had built various businesses in international energy asset construction and energy trading. From 1990 to 1998 Enron's stocks appreciated by three hundred and eleven percent; however, the value of the stocks began to increase rapidly such that by the end of 2000 Enron stocks were priced at eighty-three dollars with a market capitalization in excess of sixty billion dollars. The company was rated in the Fortune magazine surveys of the most admired companies as the most innovative company. It however surprised many people with its spectacular fall within a year and its image damaged forever. Its stock price plummeted almost to zero.

Power Failure Mimi Swartz, Sherron Watkins, 2003 By 2000 the Enron Corporation was a colossus. Over 16 years it had transformed itself from a stodgy Texas pipeline company into the world's biggest energy trader with annual revenues of 100 billion. From its glittering skyscraper in Houston, Enron hustled deals in the world's energy from natural gas to wind power, from Third World refineries to Britain's Essex Water. Its share price increased by 1700 per cent; its aggressively usual staff prided themselves on their ruthless competitiveness, lavish wages and obligatory Porsche Boxster. Even Enron's skewed E logo seemed to veer in a jaunty angle from conventional business reality. A year later, at the end of 2001, Enron imploded. Thousands of staff were laid off; their pensions invested in its stocks worthless; the banks were exposed for hundreds of millions of dollars; and suddenly President Bush's close friendship with Enron's founder looked unwise. It has been an ongoing news story ever since. Now drawing closely on the testimony of Sherron Watkins, the vice president first to blow the whistle on its dubious accounting.

Innovation Corrupted Malcolm S. Salter, 2003 This paper presents a brief historical overview of Enron's rise and fall and summarizes what is currently known about: 1 the evolution of Enron's business model; 2 those organizational processes relied upon by senior Enron officials to drive and monitor the business; 3 emergent behavior related to the structuring, management and valuation of major partnerships; and 4 oversight provided by Enron's management and board of directors. It concludes by posing the question of how Enron's story as a new post-deregulation corporate model could have escaped critical analysis by the financial community, the business press and other observers for so long. As such, this paper is an exercise in description, not interpretation. Since many of the facts about Enron's rise and fall have yet to be determined and agreed upon, this description must be considered tentative and incomplete. Nevertheless, the broad contours of the Enron story presented in this paper provide a sufficient basis for developing initial hypotheses about what might have caused Enron's swift collapse and what business and public policies might best protect shareholders, employees and other relevant parties in the future from the kinds of injuries experienced in

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fashionable anti capitalist doctrines set the stage for the ultimate business debacle Those errant theories like Enron itself elevated form over substance ignored legitimate criticism and bypassed midcourse correction Political capitali Interactive Storytelling Alex Mitchell, Mirjam Vosmeer, 2021-12-03 This book constitutes the refereed proceedings of the 14th International Conference on Interactive Digital Storytelling ICIDS 2021 held in Tallinn Estonia in December 2021 The 18 full papers and 17 short papers presented together with 17 posters and demos were carefully reviewed and selected from 99 submissions The papers are categorized into the following topical sub headings Narrative Systems Interactive Narrative Theory Interactive Narrative Impact and Application and the Interactive Narrative Research Discipline and Contemporary Practice Your Money Or Your Life Eric Toussaint, 2005 In Your Money or Your Life Eric Toussaint traces the origins and development of the crisis in global finance Toussaint analyses the role of the World Bank the IMF and the political restrictions they impose examines the Structural Adjustment Programs of the 1990s and reviews the neo liberal policy of globalisation which he argues has now run out of steam He outlines differing experiences of debt drawing on case studies from Argentina Mexico Rwanda Eastern Europe Sub Saharan Africa Latin America and South East Asia to demonstrate the failure of the IMF World Bank models of development Calling for a more humanitarian and egalitarian system of handling Third World debt this is a rigorous reassessment of global finance **Lewis & Clark Law Review**, 2006 **The Wall Street Journal**, 2002 **Fundamentals of Multinational Finance** Michael H. Moffett, Arthur I. Stonehill, David K. Eiteman, 2006 Written for the undergraduate student Fundamentals of Multinational Finance Second Edition is a focused streamlined adaptation of the market leading classic Multinational Business Finance Committed to preparing the leaders of tomorrow s multinational enterprises the authors have included numerous mini cases and real world examples to teach students to recognize the challenges and benefit from the opportunities inherent in modern global markets Lucid explanations and engaging vignettes are rendered in the authoritative voice of the best selling authors **International Banking and Financial Market Developments**, 2002 Public Utilities Fortnightly, 2003 *Criminal Justice* Phyllis B. Gerstenfeld, 2006 Contains 625 alphabetically arranged entries that examine various aspects of criminal justice in the U S covering criminals codes and categories of law law enforcement agencies courts corrections the U S Constitution and Supreme Court rulings Includes a time line personages and subject indexes and other reference materials

Unveiling the Magic of Words: A Review of "**Enron The Rise And Fall**"

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Table of Contents Enron The Rise And Fall

1. Understanding the eBook Enron The Rise And Fall
 - The Rise of Digital Reading Enron The Rise And Fall
 - Advantages of eBooks Over Traditional Books
2. Identifying Enron The Rise And Fall
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Enron The Rise And Fall
 - User-Friendly Interface
4. Exploring eBook Recommendations from Enron The Rise And Fall
 - Personalized Recommendations
 - Enron The Rise And Fall User Reviews and Ratings

- Enron The Rise And Fall and Bestseller Lists
- 5. Accessing Enron The Rise And Fall Free and Paid eBooks
 - Enron The Rise And Fall Public Domain eBooks
 - Enron The Rise And Fall eBook Subscription Services
 - Enron The Rise And Fall Budget-Friendly Options
- 6. Navigating Enron The Rise And Fall eBook Formats
 - ePub, PDF, MOBI, and More
 - Enron The Rise And Fall Compatibility with Devices
 - Enron The Rise And Fall Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Enron The Rise And Fall
 - Highlighting and Note-Taking Enron The Rise And Fall
 - Interactive Elements Enron The Rise And Fall
- 8. Staying Engaged with Enron The Rise And Fall
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Enron The Rise And Fall
- 9. Balancing eBooks and Physical Books Enron The Rise And Fall
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Enron The Rise And Fall
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Enron The Rise And Fall
 - Setting Reading Goals Enron The Rise And Fall
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Enron The Rise And Fall
 - Fact-Checking eBook Content of Enron The Rise And Fall
 - Distinguishing Credible Sources

13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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