In 1997, Gautam could not find a financial director. Vinay Prakash, who joined the company in 2001, after an MBA from Mumbai University, says: “I joined. Now it is a mix of family and professional. Vinay Prakash, CEO, Coal Trading, and Enterprises.

This was a family business when I joined. Now it is a mix of family and professional. Vinay Prakash, CEO, Coal Trading, and Enterprises.

I visited the Indian Institute of Infrastructure Management in Australia. The next month the group bid adieu to Ravi Sinha, executive director of Adani Power. Earlier, the group had the luxury of recruiting at most directorial levels and then promoting the individual to the CEO's level, often a big gamble. Two years ago, the group took a chance on Nandini, who earlier headed the Indian operations of Alcatel-Lucent and then Tele Vidcon communications, but had no experience in the power sector.

It took me a year to recruit Ravi, so his departure is quite unfortunate. There is risk in recruiting from a completely different industry. But I think he has left on a positive note,” says Jain. However, the pertinent question is: how can you ask Ravi to take over a company that has 100 subsidiaries and 40,000 employees?

The pertinent question is: can the present structure work, given its complexity and the organization and the rate at which it is growing?

Bakul Dholakia, Director, Adani Institute of Infrastructure Management.

The Adani Group is now too big to be a one-man show. How fast can Adani Gautam professionalize?

The family owns more than 70% in all the listed companies, so it is natural for them to be involved. Devang Desai, Group CFO.

The family-professional structure he has created, is one uniquely Adani. (Adani's alter-ego. He's still perceived to be Adani's face in business.) But delegation is of no use if the people concerned don't seize the initiative,” he says. Girish Nanda, executive director of Adani Power. William (Bill) Lacy, former managing director of Adani Power and Adani Ports and Shipping Line. He was the first non-Adani executive to be appointed to a CEO position with the Adani Group.

Now the next generation of the family has been inducted. The Adani family is now too big to be a one-man show. Will it be a new Adani, or will it be a new family. The family owns more than 70% in all the listed companies, so it is natural for them to be involved. Devang Desai, Group CFO.