



**Dr. Shubhalaxmi Vaylure:  
Environmental Conservationist and Ecopreneur**

Dr. Shubhalaxmi Vaylure, Deputy Director of the prestigious Bombay Natural History Society ([BNHS](#)), reflected in 2014 on her long and successful 22-year career in advancing the Society's mission to preserve



and protect the beautiful natural habitats in and around her home city of Mumbai, India. Dr. Shubhalaxmi, known by friends and colleagues as Shubha, knew that this was such an important cause to help support and promote the amazingly diverse ecosystem that exists within one of the most densely populated urban areas in the world. And, as the highest ranking woman on the BNHS management team – and the first female Deputy Director in the Society's long and distinguished history since its founding in 1883 – Shubha also knew that she herself was in a very visible and important position as a role model for women in leadership positions. As she strolled the grounds of the BNHS Conservation Education Center in Mumbai surrounded by the sweet and uplifting

songs of birds and the joyful dance of thousands of butterflies, Shubha thought about the flight pattern of her own career and the remarkable journey that had brought her to this beautiful place.

Shubha was always driven by her keen interest in science and a deep respect for the natural world around us. After graduating from G.N. Khalsa College in Mumbai in 1990 with an undergraduate degree in Zoology, she was initially unsuccessful in gaining a job in the science field. However, she worked a number of odds jobs while she recalls “keeping the flame of science alive inside her” by becoming a member of BNHS and volunteering at the BNHS library. These efforts paid off two years later when there was a job vacancy at BNHS. She wasn't qualified for the technical position, which required a Master's degree, so she applied for a lower level Administrative Assistant position to gain formal entry into BNHS. Interviewers saw her passion and were willing to take chance with a science student for a commerce related job, in addition to recognizing her track record as a volunteer at BNHS. Shubha was more than excited to land inside her dream organization, despite her initial work having nothing to do with science or research. Yet she was quite satisfied being there, as her work involved assisting the technical team to set up BNHS's new Conservation Education Centre (CEC).

Shubha accepted the challenge of learning accounting and office administration, as she badly needed to excel in her job so that she could pursue her vision of becoming a scientist. She also knew that BNHS was affiliated with Mumbai University for Masters and Doctoral degree programs; soon she registered for their Master's degree program in Entomology, the branch of zoology concerned with the study of insects. She worked full time at BNHS during weekdays while completing her graduate-level fieldwork on the weekends. She adored studying and working in the natural world, and felt like this was her true calling.

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Three years later, as Shubha neared completion of her Master's studies, she realized that her time had come to take the plunge into the technical field. Her former boss encouraged her to apply for an



Education Officer post at CEC. To Shubha's surprise, she was selected for this! This teaching role as an Education Officer at the Society's Conservation Education Center in Mumbai was a perfect fit for her curious mind and her outgoing, warm, generous and engaging personality. It was invigorating for Shubha to be able to see her course concepts and research interests being applied in real life every day as she attended to the interplay of plants, insects, animals and people at her daily job at the Center.

Shubha also became increasingly invested as a graduate student, where she excelled in her academic work and research projects. She decided to push on at the university for a PhD, which she completed in 2003 while continuing to serve as an Education Officer at BNHS. Her research interests were dedicated to the study of moths, where she documented the species diversity of Emperor Moths and Hawkmoths inside Sanjay Gandhi National Park in Mumbai. In fact, Shubha became India's first woman entomologist to study moths, and she learned to be a successful pioneer in a male dominated field through her dedication, tenacity and talent, accompanied by her thoughtful demeanor and strong interpersonal skills. Fully engaged with the BNHS mission, she continued her work at the Center after receiving her PhD. Shubha was also recognized beyond India for her achievements early in her career and was awarded a prized Fulbright Fellowship in 2003 for her work in advancing environmental education and spent her fellowship months at the University of Montana in the US. It was an exciting time in her career. As Shubha remembered,

*"It was my first trip to any country outside India, and United States was like a candy store for me. I learned different ways of nature education, interacted with US practitioners and picked up several innovative ideas, which I brought to India and adapted them for Indian audience. For example, 'Breakfast with Butterflies' became the hallmark for all ideas that I implemented in India. These new ideas gave me instant recognition within BNHS members and across the organization too."*

A dedicated and tireless teacher who was constantly learning and trying new approaches to help advance the educational practices at the Center to promote and enrich nature conservation and environmental protection, Shubha soon came to be recognized as a creative and talented nature educator. Her events, camps, courses and educational materials prepared were highly appreciated by the educational institutions and general public. As she progressed at BNHS, Shubha explained,

*"It was in 2006 when I got into a leadership when my senior had to go on a sabbatical leave. By default, I was the only experienced person in the department, so I was promoted as Senior Education Officer. During this time, I really experienced hands-on leadership abilities, which was primarily related to people management, decision making and risk taking abilities."*

Within six months, Shubha thrived in her role as an In-charge, which led to another promotion to become Center Manager. In this larger role, she continued to develop numerous teaching and learning innovations to strengthen the Center's practice and enhance its reputation. She led key programs and initiatives that defined this period in Shubha's career. These included volunteering training program that she picked up

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from her Fulbright program experience at the University of Montana. It was first of its kind in India, where amateur BNHS members were given opportunity to be trained and then act as resource persons for the educational activities conducted by CEC. This volunteer force later on became what Shubha called “the undefiable band of committed workers.” This alleviated a great deal of burden from the existing BNHS team, which enabled CEC to expand its activities. Also, the trained volunteers further embraced environmental activism roles to help safeguard the city’s environment at large. Shubha never realized that she had become an influencer and motivator like this. Many of these early volunteers today enjoy the status of being true environmentalists. This early initiative still resonates among the silent trails of CEC.

An opportunistic learner and creative problem solver, Shubha wondered how to expand her own professional network, reach and learning on a larger scale and sought ways to consider more global views and diverse perspectives. She learned about a prestigious year-long leadership development and cultural immersion initiative in the US, the Hubert H. Humphrey Fellowship Program ([HHHP](#)), named after the former US Vice President and Senator, sponsored by the US Department of State under the Fulbright Program. Humphrey Fellows are emerging global leaders who spend a year in the US hosted by an American university in a cohort with other fellows from nations around the world. After a very competitive nation-wide application process, Shubha was very proud to earn a fully funded fellowship for the 2009-2010 HHHP as part of an economic development cohort at Boston University (BU), where she studied distance education, nonprofit management and leadership.

Though it was Shubha’s second time to visit the United States, it was very much the first time living outside



of India all alone for an entire year. Shubha was exhilarated by being in Boston with Fellows from around the world and engaging in coursework with the university’s graduate students and campus life in a totally new city and country. She also kept in close contact with her BNHS colleagues while she was away to help manage the Center remotely, which forced her to think about how to delegate more responsibility and to juggle her time and resources more willfully and wisely. After an incredibly successful and satisfying year living, studying and exploring in the US with other Humphrey Fellows and many new friends,

Shubha returned to her life in India to continue her mission of environmental advocacy, filled to the brim with new ideas, lessons and viewpoints. As Shubha reflected back on that time,

*“The second trip to United States had changed me forever. I was no more the same. I almost felt that nothing is impossible in this world! Everything could be done, if planned and executed properly.”*

Her training at BU, where she completed courses related to Nonprofit Management and Distance Learning, made a sea change to her thought processes. When she returned to India in 2010, enlivened by her learning and coursework in Boston and having seen the power of technology in higher education first hand there, Shubha dedicated focus to develop and launch India’s first online courses in environmental education and sustainability at BNHS.

In addition, her coursework at BU on fund raising and grant writing gave her a cutting edge that seemed to convert her every proposal into a winning project. Shubha sharpened her marketing skills by developing innovative programs that brought increased revenues to the Center. Her leadership lessons from her Leadership seminar at BU were also stretched and tested, as she explained,

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*“I developed more compassion and empathy towards my team. I’ve found amical ways to diffuse problematic situations I think I’ve used my leadership lessons from Boston to a ‘T.’ Even today I feel that I still experiment with my leadership style.”*



Shubha’s effectiveness and successes in managing the Center before and during her Fellowship year in Boston led to her being asked to become the General Manager of the Center in Mumbai in 2010, a big promotion to become a key member of the management team at BNHS. However, she was still a restless learner who wanted to expand her scope. To soothe some of her restlessness, Shubha applied for and received the US State Department’s Alumni Innovation Engagement Fund Award (AEIF) in 2012, the sole winner for this award from all of India. Her AEIF project revolved around conducting management development programs for environmental nonprofits. For this, Shubha and her CEC team travelled the length and breadth of the country training over 150 nonprofit professionals. This gave Shubha exciting new recognition and exposure in the sphere of leadership development, which she greatly enjoyed.

BNHS management was quick to notice this growth and visibility in Shubha, and soon promoted her to become Deputy Director at BNHS, heading the Society’s entire Conservation Education Department and overseeing operations of its two Conservation Education Centers, in Mumbai and New Delhi. Shubha became the only female Deputy Director at BNHS. This was a significant and valued senior leadership role and an exciting opportunity for Shubha to continue to implement innovative ideas and novel programs in environmental education and serve as a very visible senior leader across many aspects of the Society’s operation.

However, in this new role, Shubha faced many challenges working with her supervisors and others who were perhaps not as ready for a changing world. This was most traumatic phase of her life, as she didn’t like being constrained or held back. This is when Shubha said she “felt like the frog who was caught in the well and wanted to change the well.” Nonetheless, she continued to bring energy and innovation to her work. Her unorthodox ideas of doing novel things and taking calculated risks were new to BNHS culture.

As one example, Shubha was keen to celebrate CEC’s 20<sup>th</sup> anniversary to recognize the institution’s heritage and successful journey thus far. However, she didn’t have any budget for this. Shubha decided to raise her own funds for this by partly writing a grant for an education seminar and partly by running a creative fundraising program, which involved the adoption of full-grown trees on a BNHS Nature Reserve. Her Director opposed to this idea, as he felt it might be cheating if BNHS asked donors to adopt a full-grown tree, as there is no direct expenditure involved. Shubha however convinced him that she would pitch the idea as a fundraising initiative to support the 20<sup>th</sup> anniversary event. Despite giving the go-ahead, her Director strongly believed that she wouldn’t be able to raise money.

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Shubha then launched an impressive and innovative marketing campaign by enticing donors with top 25 tree bios mentioning each tree's unique features and how patrons could "adopt" their very own tree!



Each donor would all get a photograph clicked alongside their tree, their name will be put on the tree as Tree Ambassador, they'd receive seasonal updates on the happening and growth of the tree, get a unique GPS location of their tree and, of course, obtain a beautiful "adoption" certificate. To the surprise of many, the fundraising attracted 32 donors that generated four times the funds that Shubha had set out to raise. Her Director finally confessed to Shubha that he had not been confident in this at all, but that he was glad that she proved him wrong.

As Shubha continued to develop and install learning innovations across all areas of the BNHS, including major fundraising and infrastructure initiatives, she was as excited as ever about the Society's mission. However, despite her many successes (especially obtaining an incredibly difficult 5-year renewal contract award from the Delhi Forest Department) and the visibility and importance of her position, she couldn't help but notice that she was being passed over for additional opportunities and that a number of her ideas and recommendations were being dismissed without clear reason. Over time, it became clear to Shubha that being a woman, even in such a senior leadership role in the 21<sup>st</sup> century, was an obstacle to her continued success and progression. While she knew full well how to navigate a male dominated institution, the power and momentum of this culture became exhausting and demotivating.

At the same time, Shubha was increasingly confident in her own capabilities and the proven strength of her creative ideas and ingenuity. She had also built a strong personal support system and valuable network of colleagues and mentors who admired Shubha's many successes as well as her dedication and character. Shubha started to believe more in herself and in her potential on her own, and she was being encouraged by others too. She had dreamed of one day starting her own business to fulfill her passion for nature conservation and environmental stewardship, but never thought that this day would come. But it indeed had arrived. It was time for a change. She decided that she wanted to be an Ecopreneur!

This was also the time when a new Corporate Social Responsibility (CSR) act was launched in India in April 2014 that required corporations to invest two percent of their profits into social causes. One of the key elements of the Act was for care of the environment – and Shubha was quite keen to get into this space. Shubha had urged BNHS to set up a CSR cell that she would manage, although she received no response to her request. Since she had studied this act for almost a whole year, she developed a strong grasp of the act, which made it mandatory for companies and nonprofits to work together in execution of CSR projects. That's where Shubha saw an opportunity and strategic gap, with her thorough experience in nonprofit sector and business management skills of corporate sector. She felt she was prepared and poised to play a key role of facilitator here. Her aim was to get CSR funds to the right environmental causes.

After carefully planning and consulting with family, colleagues, advisors and friends, Shubha decided that the time was right to make the jump out from the safety and security of the BNHS. But, before she took her entrepreneurial leap, she knew she had to carefully prepare for the eventuality at the same time. She ensured that she had no upcoming major expenses or recurring personal financial commitments. Shubha also applied for a new AEIF grant to develop nature-based mobile apps for schools. This grant could serve

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to fund her initial entrepreneurial venture. So, Shubha took the big step and gave her notice to resign from her position at BNHS. She provided one month's notice instead of the customary three months. As she recalled of those exciting and frightening days, and why she gave a shorter resignation notice:

*"I was worried that within that time span of my notice, I may have second thoughts of not leaving this cushy job. I wanted to be ruthless to myself on challenging myself unto an untrodden path."*

Shubha had timed her notice period to align with the announcement of AEIF grant results. During her notice period she also got her own new company registered, all necessary compliances completed, set up the initial website and social media accounts. It was both a hectic and invigorating time. As Shubha remembered fondly,

*"However Lady Luck smiled on me. On my very last day at BNHS, I learned that I had won the AEIF 2014 grant. So, the very next day I was not jobless, and I launched both my new AELF project as well as my company!"*

So, Ladybird Environmental Consulting, LLP, a social enterprise consultancy based in Mumbai, was born and officially began operations in June 2014. Ladybird is dedicated to environmental consulting and nature conservation and serving as biodiversity specialists to help preserve, protect and expand the environment and natural habitats all around us. The company undertakes CSR projects that help in creating new biodiversity habitats. Shubha has served as the Director and leader of [Ladybird](#) since its founding.

When Ladybird was starting up, Shubha knew she really need to acquire sharp business and entrepreneurial acumen since her career had almost entirely been in the nonprofit sector. To address this, she joined several business network forums and started attending trade exhibitions and business conferences. She registered for all portals related to CSR. Soon she became connected with many like-minded professionals. Shubha also conducted extensive online promotion and branding. She started with free workshops and a monthly newsletter on environmental news. Additionally, the AEIF 2014 project



also provided great visibility and brought good PR mileage for Ladybird, as the U.S. State Department shared the news worldwide. While the AEIF mobile apps project kept her busy, she also had a dilemma of cracking the code for access to the corporate sector. She wasn't sure of how and where to connect with corporations for their CSR projects. Emails and phone calls were initially never answered and getting an appointment was a herculean task. But Shubha knew she had overcome so many obstacles along the way that she had inner confidence that she will persevere here and figure things out in this new domain. Like many of the moths and butterflies that she studies, Shubha was quickly able to adapt and change her approaches and flight patterns to help lead Ladybird to success.

As Shubha reflected back on the growth and development of Ladybird, she was very proud to think about the creative and important projects that her company brought to Mumbai. It has been such an exciting time! She thought about some of her favorite Ladybird projects:

- **Butterfly Habitat at Sliding Stone Tree Park, Bengaluru:** Popularly known as Jarakbande Kaval Forest Reserve, Wells Fargo India launched an initiative through Ladybird to enhance the park by

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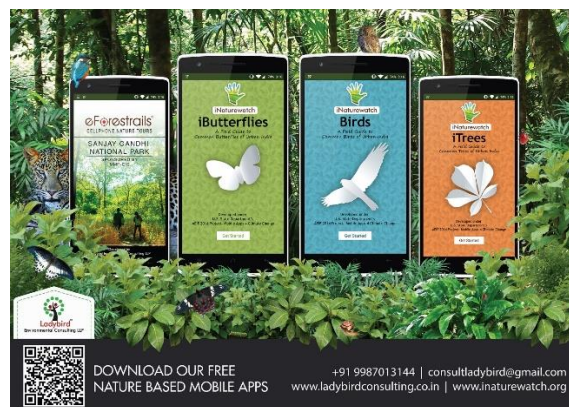
establishing a butterfly habitat on a 2 acre land. The “butterfly garden” was developed in June 2016 and is today a bustling habitat that now attracts over 40 species of butterflies, versus 18 prior to the project. The park now not only hosts butterflies but many incredibly beautiful birds, insects and reptiles. Ladybird also created *Free Butterfly Awareness Programmes* for educational institutions, where were also carried out for primary and secondary school students. As Shubha recalled proudly,

*“In a span of three years by planting 5,000 saplings, we doubled the butterfly species diversity to 46 and added 75% green cover to the barren land.”*

- **Rejuvenation of Nizampet Lake, Hyderabad:** Nizampet Lake was once a barren lake and is now covered with greenery now all around. Ladybird led a project to plant over 6,000 plants that have since flourished mightily there. The lake where walkers or hikers rarely ever visited has now become one of the favorite walking point in the entire Nizampet area, with almost 300 footfall every day. Many different species of birds and butterflies now call the lake their home too, which definitely makes it even more attractive. As Shubha noted wistfully about this project,

*“Plants and trees are the core of our ecosystem...they can change our lives like they changed Nizampet lake.”*

- **Cellphone Nature Tours:** In order to promote nature appreciation among all types of people, Ladybird has developed four mobile apps that are freely available on Android Play Store and as offline apps. A cellphone nature tour mobile app, *eForestrails-SGNP*, was developed for Sanjay Gandhi National Park, Mumbai. This includes three nature trails that are GPS tracked and points of interests are geo-tagged. There are 20 such points for each trail, which each point sharing detailed information in audio and text form on the app, which have become very popular.



- **iNaturewatch Birds, iTrees, iButterflies:** These are set of three mobile apps that were primarily developed for schools and citizen scientists. Each app includes 50 common species of birds, trees and butterflies found in urban areas. Through these apps, anyone could easily identify their local birds, butterflies and trees, which significantly expands everyone’s access to nature and the natural environment all around us that we sometimes may take too much for granted.

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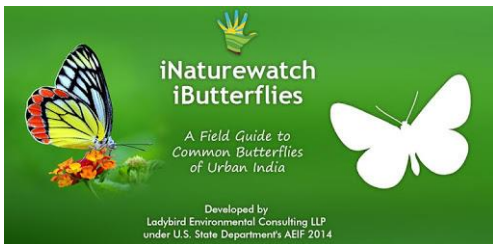


As part of her personal launch to be an ecopreneur, when Shubha worked through her initial years of Ladybird consulting engagements, she realized the critical importance of NGOs in India and many parts of the world as key institutions entrusted and empowered to manage and coordinate the funding processes for environmental and sustainability initiatives. These nonprofit organizations are essential entities in the financing and delivery supply chain, working as the intermediary between the funding source and the organizations on the ground delivering the services and programs. There were many valuable and important environmental projects that Ladybird could not deliver.

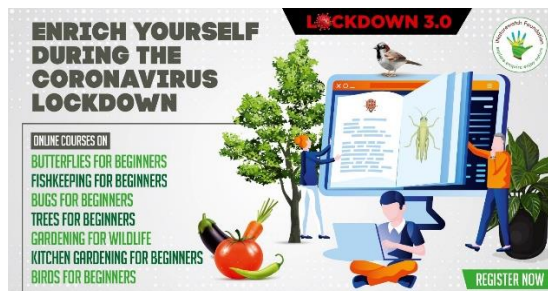
As such, Shubha spearheaded the founding of the iNatureWatch Foundation ([iNWF](#)) in May 2016 as a charitable trust working in the field of urban biodiversity and citizen science delivering workshops, nature walks, nature camps, employee engagement initiatives, and other nature awareness programs, in addition to developing and offering online courses in environmental issues and sustainability. Shubha is the founder of iNWF and serves as its Managing Trustee.

Shubha’s vision for the iNaturewatch Foundation emerged because Ladybird was working in the sphere of CSR, where it was partnering with other nonprofits as the new laws demanded. However, Ladybird had suffered losses due to costly partnerships. Therefore, starting up a sister-concern nonprofit partner gave rise to the creation of the iNaturewatch Foundation, which could operate cost effectively in this sector under the new regulations.

In addition, there was a gap in the domain of online courses, where there were no players as far as environmental online courses were concerned. Ladybird’s exclusive clientele involved private companies, corporations and government agencies, so interaction with the general public was not a good fit for



Ladybird. iNaturewatch was built to specialize in catering to the general public, who were not part of Ladybird clientele. Thus far, the hallmark programs of iNaturewatch have been its online courses, which have been very well received. Currently, INW it offers nine online courses that are targeted and uniquely positioned for working professionals and people from non-science backgrounds. These programs have not only provided rich content and valuable education for many emerging citizen scientists and naturalists throughout the Bombay area, they also provided deep capabilities that have proven most critical during the COVID-19 pandemic, when all of education was forced into remote and online delivery.





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At the same time, Shubha and her colleagues at iNWF and Ladybird have also thought about how they could expand their reach and amplify their voice through publishing their research and studies. The more Shubha considered this, it surprised her to realize that no one from India has ever published any books or substantial research about India's incredibly diverse and distinct indigenous moth population. All of the published work on India's moths was from many years ago from British or other scientific researchers. This kindled Shubha's competitive nature, given that this subject is also near and dear to her dating back to her own doctoral dissertation, so she decided to embark on a research and writing project to change this situation. As she conducted her research for the project that became *The Field Guide to Indian Moths*, she also discovered that publishing houses in India and elsewhere had notoriously long and expensive paths to publication.



Working closely with colleague and fellow entomologist Isaac Kehimkar, they decided to take matters into their own hands and formed their own independent publishing company in 2018, which they named Birdwing Publishers. [Birdwing](#) operates as an online bookstore and aims to publish a series of reasonably priced field guide books to excite people's attention to the natural world and build Birdwing's brand reputation and recognition. The first field manual in this planned series is, of course, Shubha's [Field Guide to Indian Moths](#), which was successfully [published](#) in 2018. In addition to its field guide series, Birdwing is intended to serve as a strategic complement to support Ladybird and iNWF for its publication needs.

As with many entrepreneurs, Shubha never planned to start three companies, but as the opportunity and demand arose, she forged ahead and created these entities. The reason behind was simple: she wanted to keep specific tasks under each entity so that there is better brand perception and stronger strategic focus. As Shubha simply explained,

*"If it was CSR projects it was Ladybird, online courses it was iNaturewatch, and for Publications it was Birdwing Publishers."*

Of course, the challenge of maintaining three different brand entities was surely taxing, not only for herself, but also her team. Everyone had to be constantly aware of which activity is happening under which entity and how billings should be handled. Three websites, three social media accounts, three email accounts; these were enough to keep the team busy and slightly confused all the time. It was also difficult to balance and integrate three different business models and ensure overall profitability and adequate cash flow. Shubha continued to seek profitable projects such as consultancy jobs of designing butterfly or biodiversity parks and developing more publications. Then, as the companies forged successful relationships with clients and customers across their varying domains, the COVID-19 global pandemic hit, forcing a lockdown and a period of great disruption and chaos across all of India and throughout the world. Shubha and her team needed to adapt and make radical decisions to survive. These are indeed challenging times!

Shubha, like all successful leaders, does not walk alone. She has forged important relationships with mentors along the way. Isaac Kehimkar, who has been a longtime life partner for Shubha, is part of all three entities. He is a very well-known and respected entomologist who was her early career mentor too, where Shubha learned the ropes of nature conservation from him while she was in BNHS. He manages all technical details in the companies pertaining to natural history. Since he is a well-established and

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respected name in the wildlife sector, he brings in the grandeur that helps in building the company's and nonprofit's brand. He also acts as a spokesperson for the organizations and helps in generating good PR. He is a constant supporter for Shubha's work. Shubha also takes timely advice from her other mentors such as Dr. Asad Rahmani, who was her Director while she was in BNHS, Arvind Karandikar, who was her first boss at BNHS, and Sudhin Mathew, a friend who is a successful corporate executive, all of whom provided timely business guidance when Shubha was setting up her business and beyond. Finally, Dr. Roger Kendrick, a moth specialist from Hong Kong, played a crucial role in developing Shubha's scientific acumen towards moth research and helped her launch her book. She continues to be in touch with all these mentors who have helped Shubha in finding her way in both the scientific and business worlds.



Over the years, Shubha has also received recognition and accolades for many innovative and important contributions to environmental conservation. She is a two-time winner of a global competition of the US Department of State's Alumni Engagement Innovation Fund, first in 2012 for a Nonprofit Management Development Programme, and then in 2014 for three nature-based mobile apps on urban biodiversity. She was later chosen for TechnoServe's Business Accelerator Programme for Women Entrepreneurs in India in 2015. She won the Green CSR Award in 2016 for her company's work in creating butterfly habitats through tree-plantation initiatives for CSR. This was also the time when she developed India's first cellphone nature tour mobile app for Sanjay Gandhi National Park in Mumbai, one of the most visited parks in the world. In 2017, her company was part of the winning design team that won the global competition of redesigning of Maharashtra Nature Park, which is located on the banks of the Mithi river and was once one of Mumbai's largest dumping grounds

until it was converted into a gorgeous forest park in 1994. Fitting for India's first female entomologist to study moths, she authored India's first-ever *Field Guide to Indian Moths* in 2018. In 2019, she won the Think Wildlife Tefla award of excellence in entomology. She is a member of the Board of Environment Studies of K.J. Somaiya College, a member of IUCN group on Conservation Education and on the advisory board of National Moth Week. Shubha has become an active and engaged citizen in her field and is a well-known and respected leader in all aspects of nature conservation and sustainability in Mumbai and across many areas of India.

As Shubha reflected back upon her [career](#) as award winning entomologist, educationist, environmental



steward and entrepreneur, she felt great pride in her determination, evolution and success across all her fields of expertise. Her own personal metamorphosis from a moth researcher and administrative assistant in 1993 at BNHS, becoming an environmental educator in 1997, rising all the way to the Deputy Director's chair in 2012, and eventually achieving her dream and transforming into a highly acclaimed ecopreneur in 2014, and even becoming an author and publisher in 2018, is a remarkable story of perseverance and resilience. It has been an amazing journey. As energized and invigorated by her work as ever, she still wonders what will be the next steps on her career trek? Where will she go from here? How will she continue to fulfill her own passion as well as the missions of her three companies? What does she need to do to prepare for the future? How will her companies evolve and rebound from the devastating impact of COVID-19 and the global pandemic? As

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Shubha looked up from her seat on a bench at the beautiful nature preserve in Mumbai, she saw a butterfly delicately weaving its way through the intricate overhanging branches of interwoven trees toward the sunlight peeking through. She was once again reminded that it is the nature of life to adapt, to grow, to persevere, to make our way through the obstacles and joys along the route as best as we can. Shubha knew that's what she would continue to do. She squinted through the warm rays of the sun and wondered how. The journey continues.



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