



Friends, Circles, Memberships: How communities fuel subscriptions



Wencke Tzanakakis

Head of “Friends of DIE ZEIT”

Die Zeit



Yana Zhuryk

Membership Growth Manager

The Kyiv Independent



Lennart Schneider

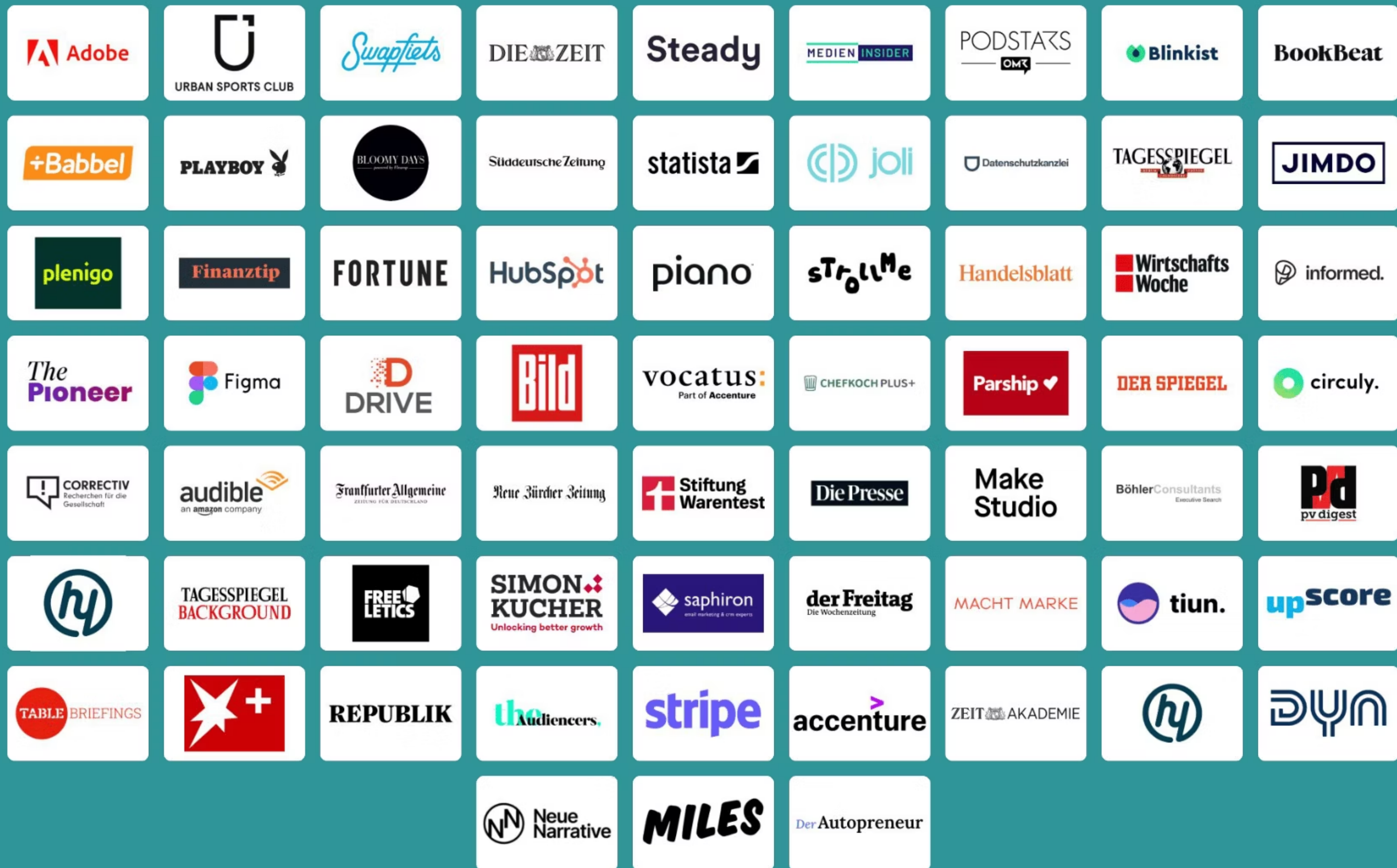
Founder

Subscriber



WTF IS A COMMUNITY?

... and how does it fuel subscriptions?



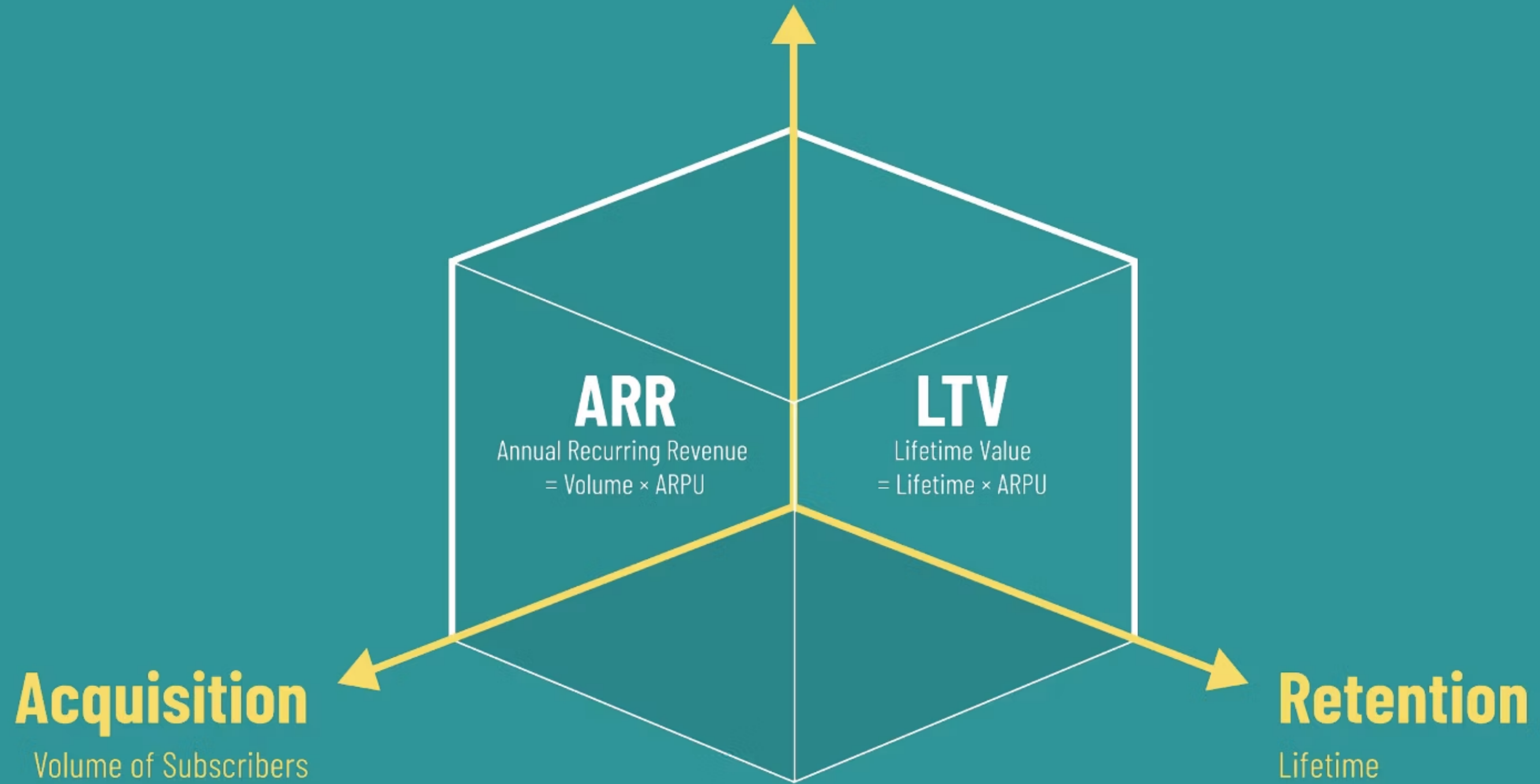


WTF IS A COMMUNITY?

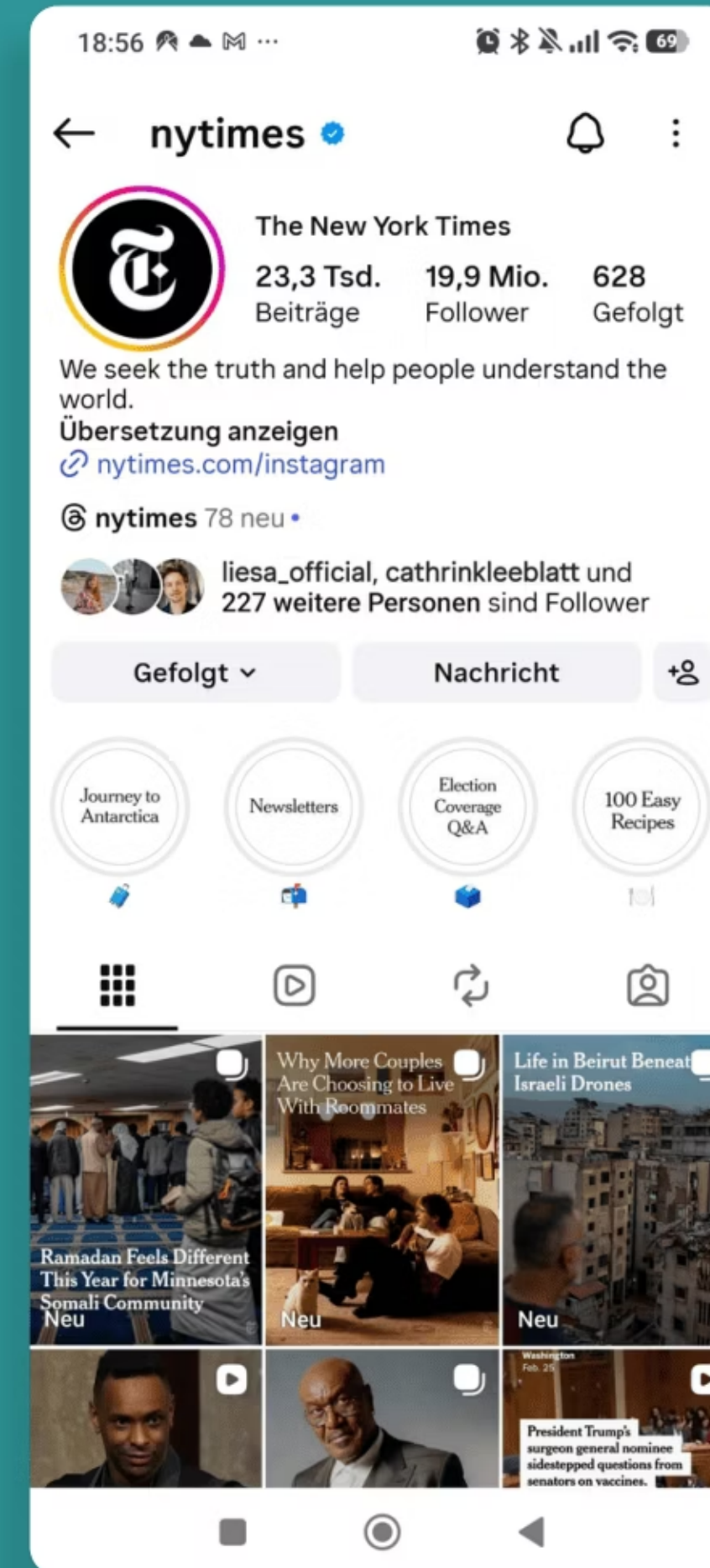
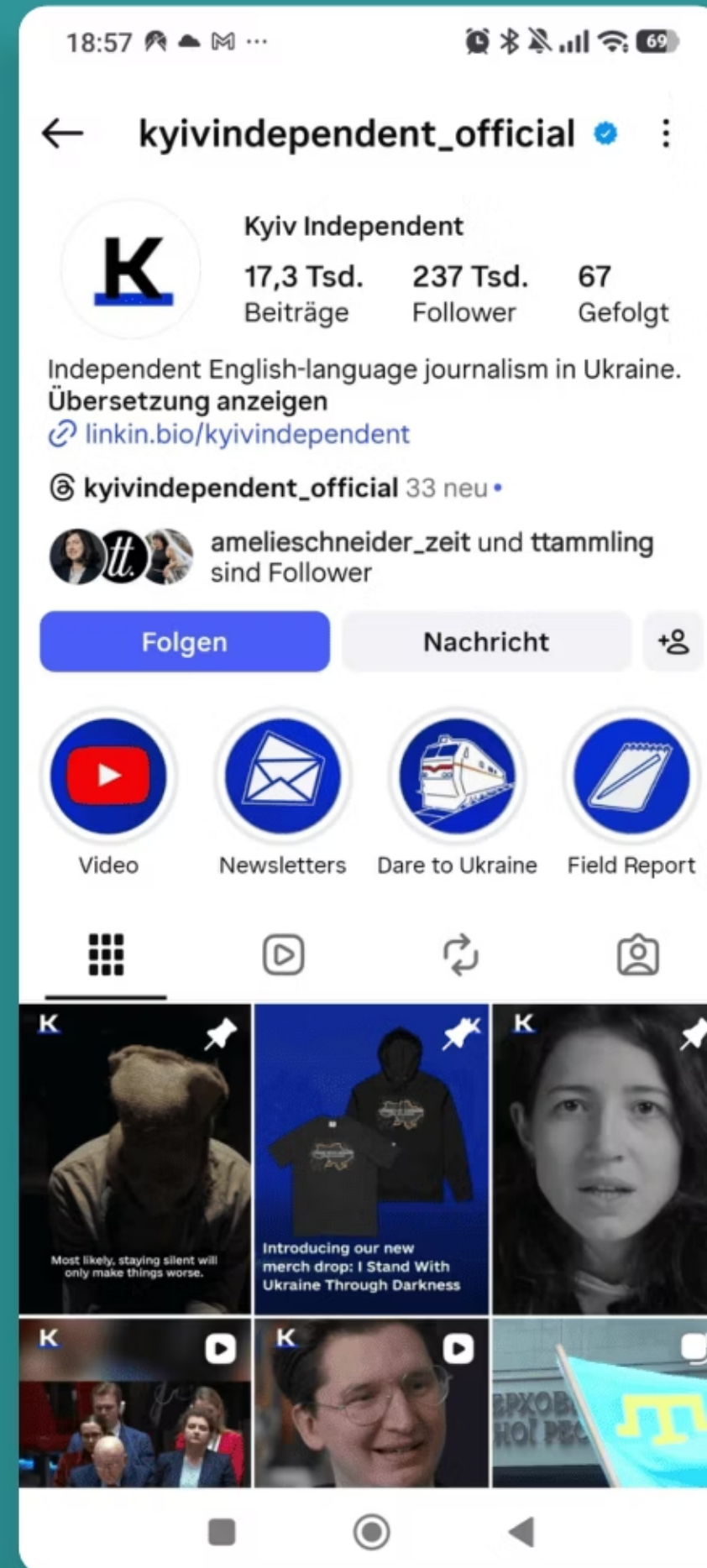
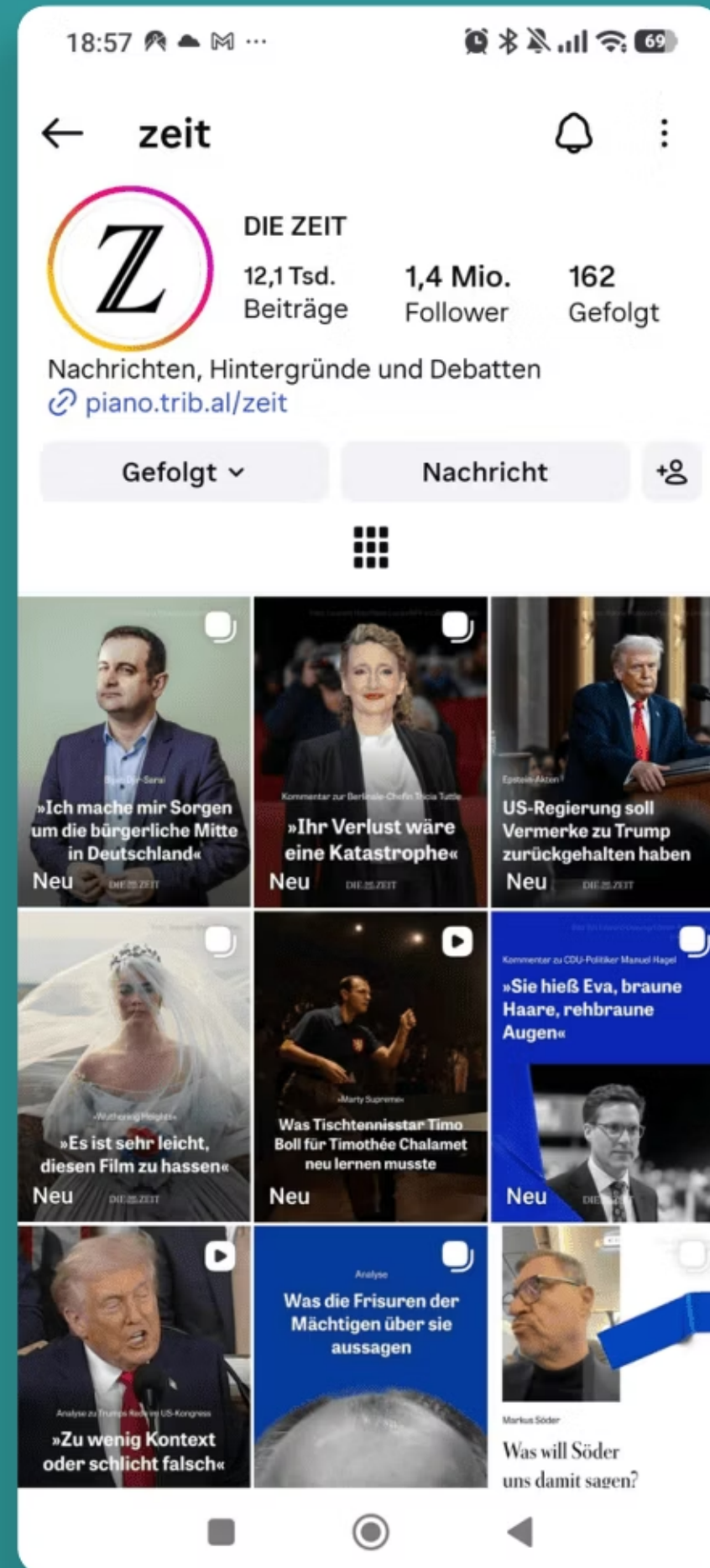
... and how does it fuel subscriptions?

Monetization

Average Revenue per User (ARPU)

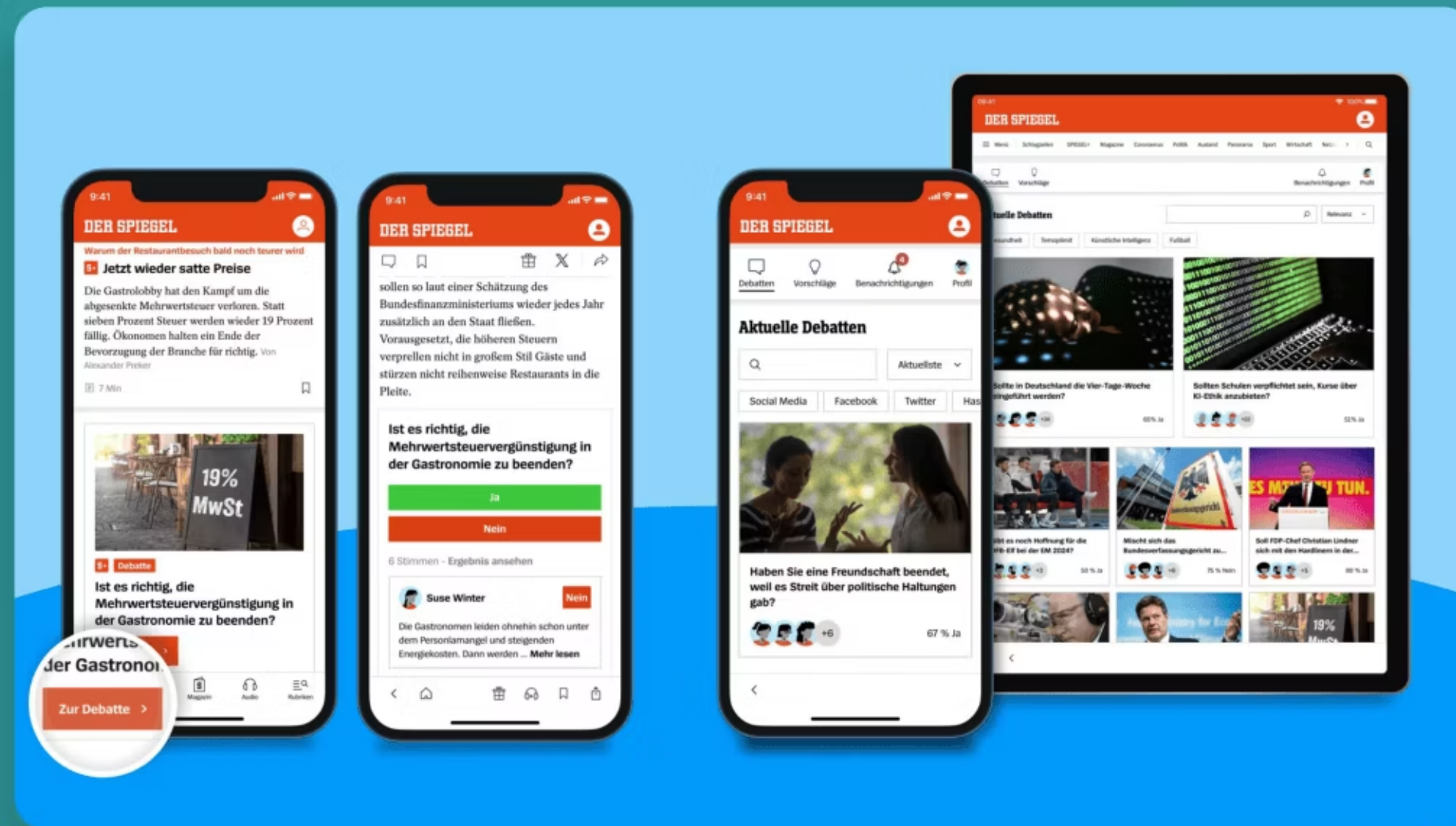


Leads & Followers?



Commentators?

Onsite



Offsite



Attendees?



(Audiencers' Festival, 2026)

Subscribers/ Members?

Pioneer

Kennenlernangebot: Werden Sie jetzt Pioneer.



1€ pro Woche. 6 Monate lang.
Abgerechnet alle 4 Wochen.



~~300€~~ **99€ pro Jahr.** BESTSELLER
Einmalig im ersten Jahr.

Pioneer werden

Schon Pioneer? [Hier einloggen](#)



Freunde der ZEIT

Dabei sein Zum Lesen Zum Schauen Vorteile für Freunde Was wir lesen Kommst Du mit? Das tut mir gut



Das Programm für alle ZEIT-Abonnentinnen und -Abonnenten

Liebe Abonnentinnen und Abonnenten,

Freunde der ZEIT ist das exklusive Programm für alle ZEIT-Abonnentinnen und Z++-Leser. Dabei möchten wir, dass Sie sich bei der ZEIT zu Hause fühlen! Wissen Sie schon, was alles zu Ihrem Abo dazugehört? Alle Vorteile, Einladungen und Kulturtipps für Freunde der ZEIT erhalten Sie gebündelt, jeden Sonntag in Ihrem Mailpostfach. Es warten exklusive Angebote auf Sie, wie zum Beispiel:

- ✓ Treffen Sie Journalisten und Expertinnen aus Kunst, Politik und Gesellschaft
- ✓ Besuchen Sie die Redaktion der ZEIT
- ✓ Gewinnen Sie unser Buch des Monats und seien Sie bei Autorinnengesprächen dabei
- ✓ Genießen Sie kostenlose Hörbücher und Lesestücke
- ✓ Lernen Sie jeden Monat etwas Neues mit einem Gratis-Kurs der ZEIT Akademie

JETZT FREUND DER ZEIT WERDEN

Kontakt

Profil vervollständigen

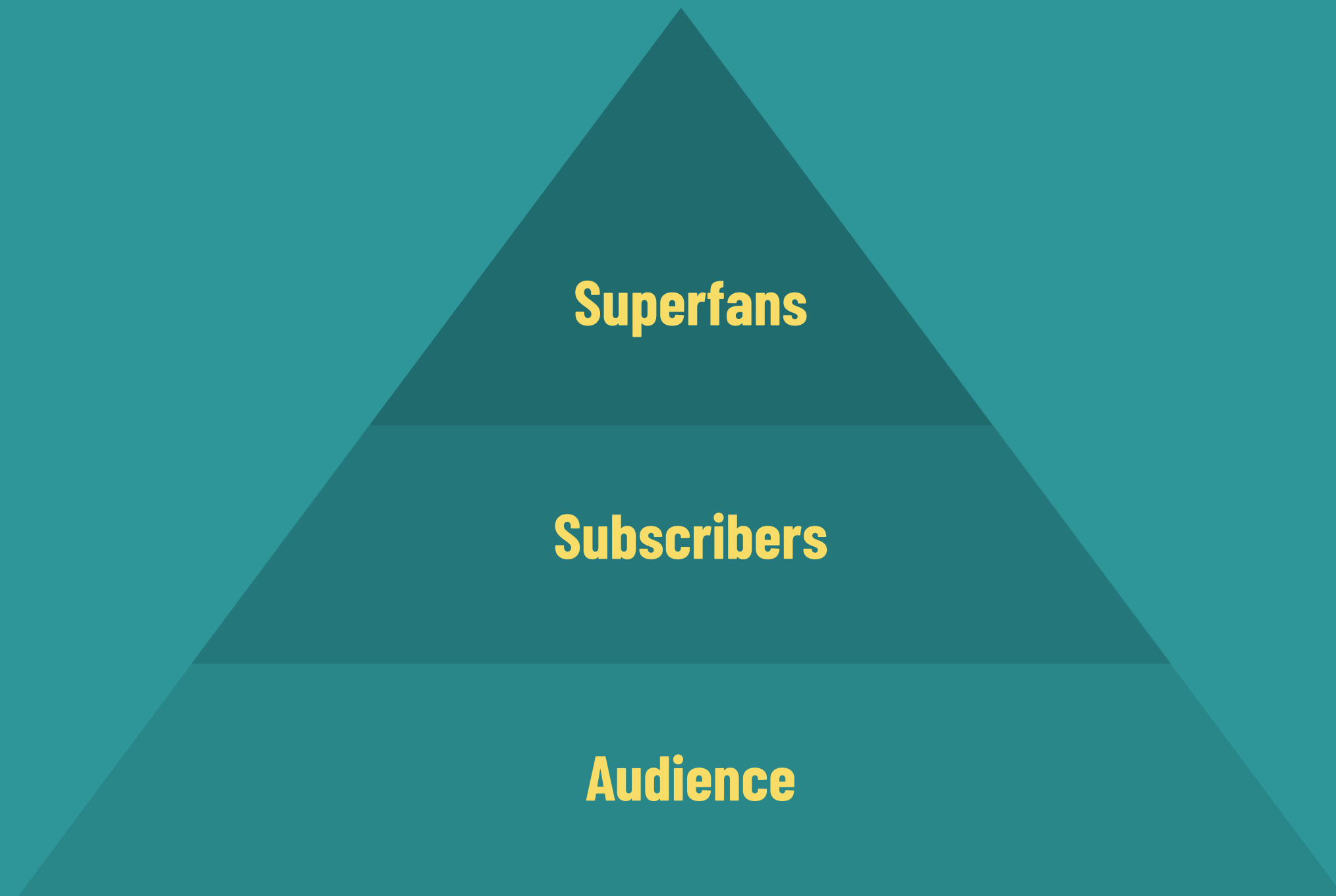
Superfans?

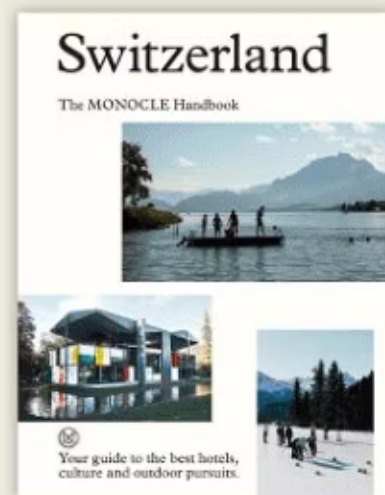


Willingness
to pay



Engagement





MONOCLE
Switzerland: The Monocle Handbook
€ 40.00



LAVENHAM
Quilted jacket
€ 430.00

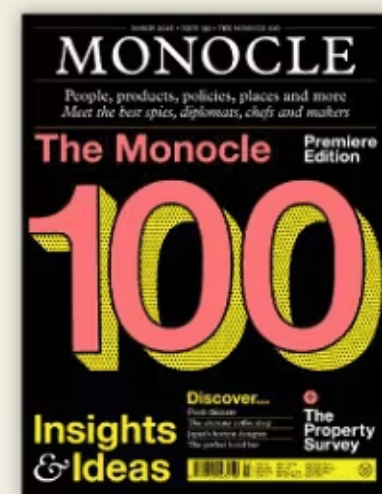


DE BONNE FACTURE
Fringed scarf
€ 250.00



STUDIO HENRY WILSON
Brass incense burner
€ 120.00

ALL PRODUCTS



MONOCLE
March 2026 - Issue 191
€ 26.00



MONOCLE
The Escapist 2025/2026
€ 22.00



MONOCLE
Monocle Alpino Newspaper 2025/2026
€ 10.00



MONOCLE
Spain: The Monocle Handbook
€ 40.00



Supporters?

The Guardian

This is what we're up against

You've read 6 articles in the last year

The Guardian has something many news organisations today don't: guaranteed independence. With no billionaire or large corporate owner, our journalists are free to report without interference. Our role is to hold power to account, not answer to it. **We value whatever you can spare, but a monthly subscription makes the most impact, enabling greater investment in our most crucial, fearless journalism. Thank you.**

☐ Support €4/monthly

Recommended

☒ Support €12/monthly

- ✓ Far fewer asks for support
- ✓ Ad-free reading on all your devices

☐ Support with another amount

Spenden Mitglied werden Mittelverwendung Häufige Fragen

Titanic
DAS ENDGÜLTIGE SATIREMAGAZIN

FAZ-Leser, willkommen bei Titanic!

Abo Newsticker Heft Archiv Shop App Unterstützung Suche

Titanic
IST PLEITE

Unterstützen Sie uns jetzt, damit e

NEWSTICKER

Die endgültige Rettungsaktion
11.09.2023



taz

cdu berlinale künstliche intelligenz olympische winterspiele feminismus

Startseite > Gesellschaft > Medien > Zeitungskrise > Wie die New York Times mit ihrer Abo-Strategie eine ga



taz zahl ich

Weil ein freier Z unabhängiger P alle wichtig ist

Die taz steht für unabhängigen, kritisch
ohne Paywall. Damit das so bleibt, brau
Schon ein kleiner Beitrag hilft, dass wir
Fördern Sie jetzt den taz-Journalismus

♥ Ja, ich will

Sc

CORRECTIV

Unterstützen Sie

Betrag

Ihre Daten

Zahlung

Unterstützen

Mein Beitrag
abhängigen Journalismus

25€

200 €

1000 €

rsrhythmus

monatlich

☐ jährlich

weiter



VISA



PayPal

sch absetzbar. Sie erhalten von uns
Zuwendungsbestätigung.

ZUKUNFT VON WBG

WIR BRAUCHEN EURE HILFE

WAS
BISHER
GESCHAH

For me



For others

Evangelists?





Become an Ambassador

Host local meetups with fellow innovators in your community to connect, unlock exclusive access to resources, and showcase the power of Miro.

[Apply now](#)



- Host one in-person meetup per quarter (free and open to the public) through our event platform
- Incorporate Miro into each event and adhere to [Miro's brand guidelines](#) and [Miro Meetups Terms & Conditions](#)
- Share meetup data
- Engage weekly with fellow Ambassadors and Mironeers in our dedicated space

[Join the program](#)

Ambassador benefits

- Funding for your event
- A free Miro Business + AI workflows plan with AI credits
- Touchpoints with Ambassadors and the Miro team for feedback and ideas
- Content and resources for your meetups
- Exclusive Miro Meetups swag
- A digital badge for your professional profile

[Join the program](#)

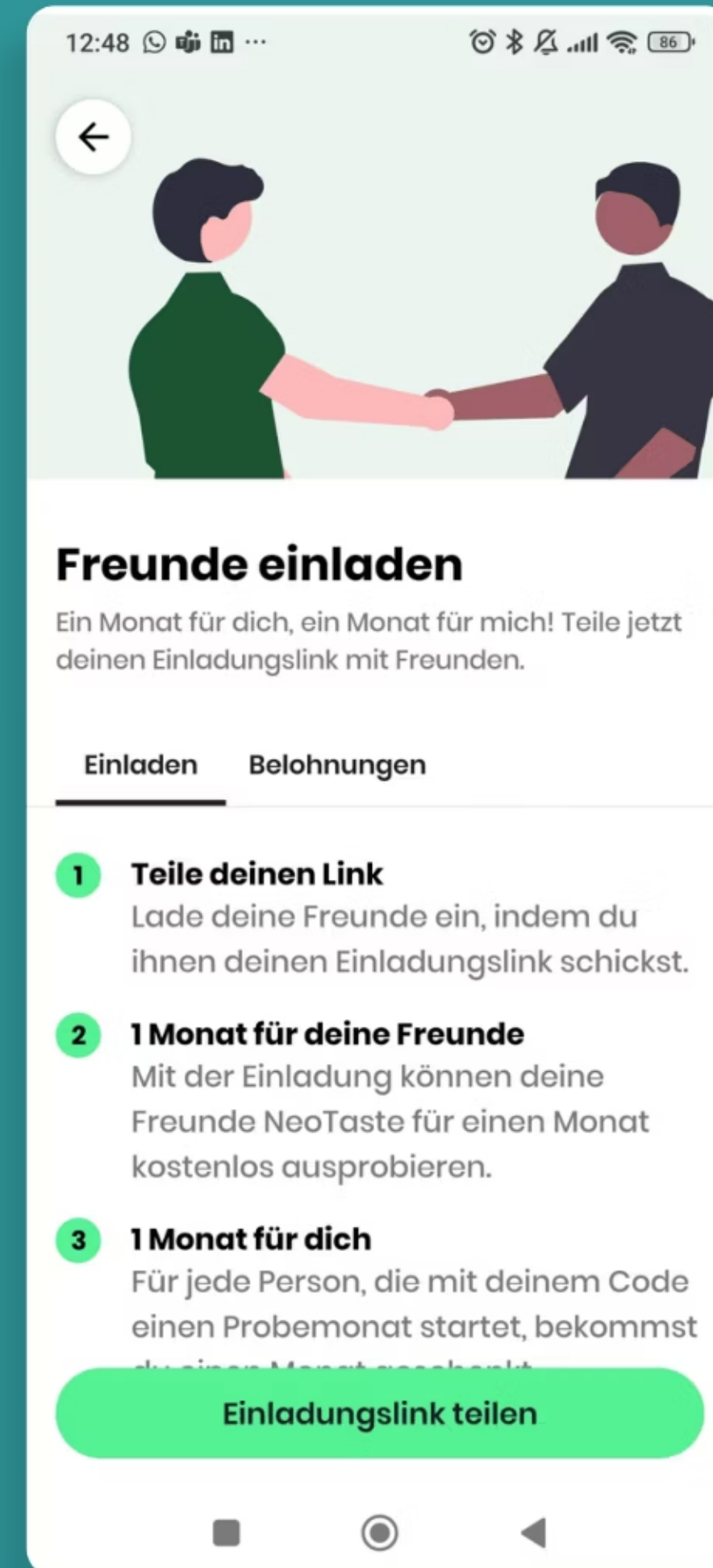
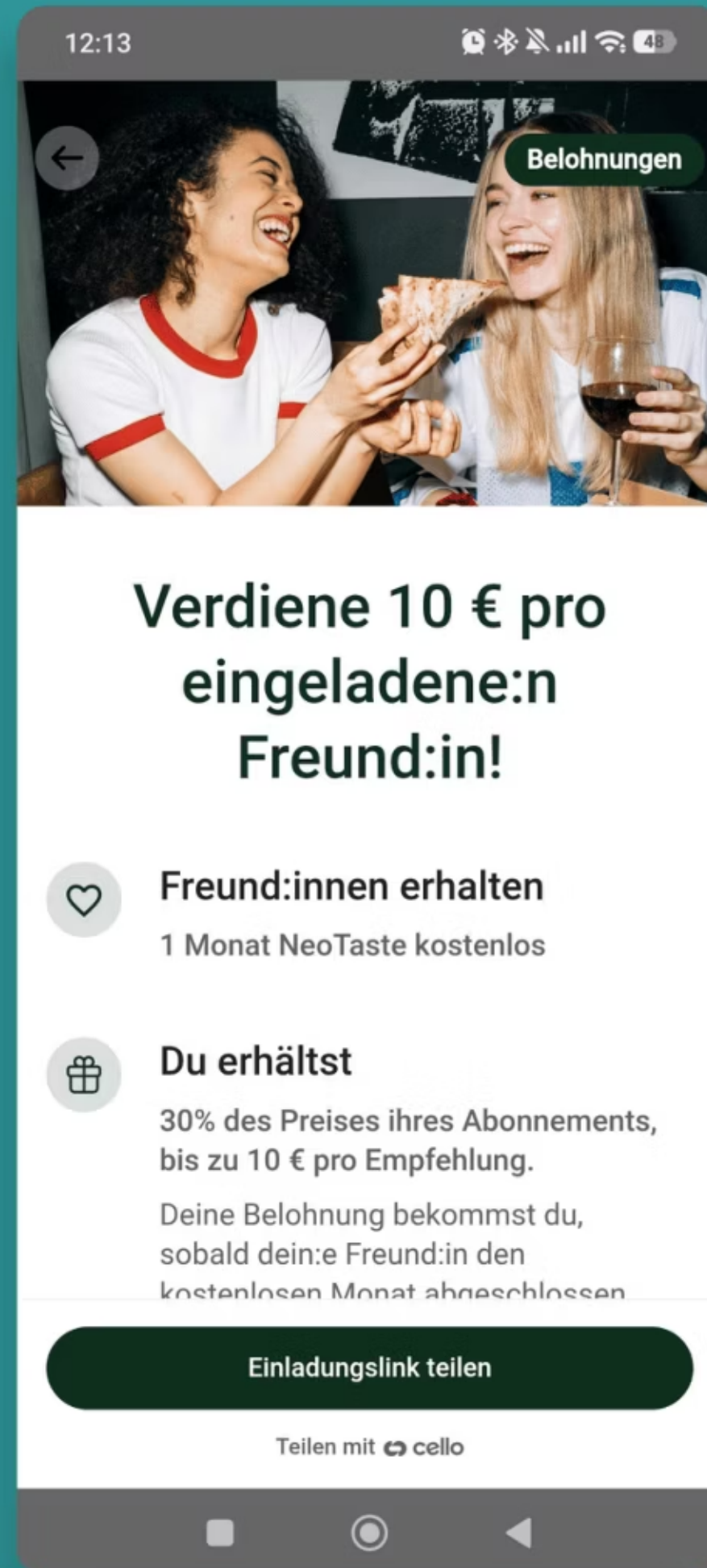


Your role as an Ambassador

- Host one in-person meetup per quarter (free and open to the public) through our event platform
- Incorporate Miro into each event and adhere to [Miro's brand guidelines](#) and [Miro Meetups Terms & Conditions](#)
- Share meetup data
- Engage weekly with fellow Ambassadors and Mironeers in our dedicated space

[Join the program](#)





Co-Creators?



May 19

Canvas 26 goes global! Join us at Miro's biggest event.

SAVE THE DATE

San Francisco



Product

Solutions

Resources

Pricing

Contact sales

Login

Sign up free

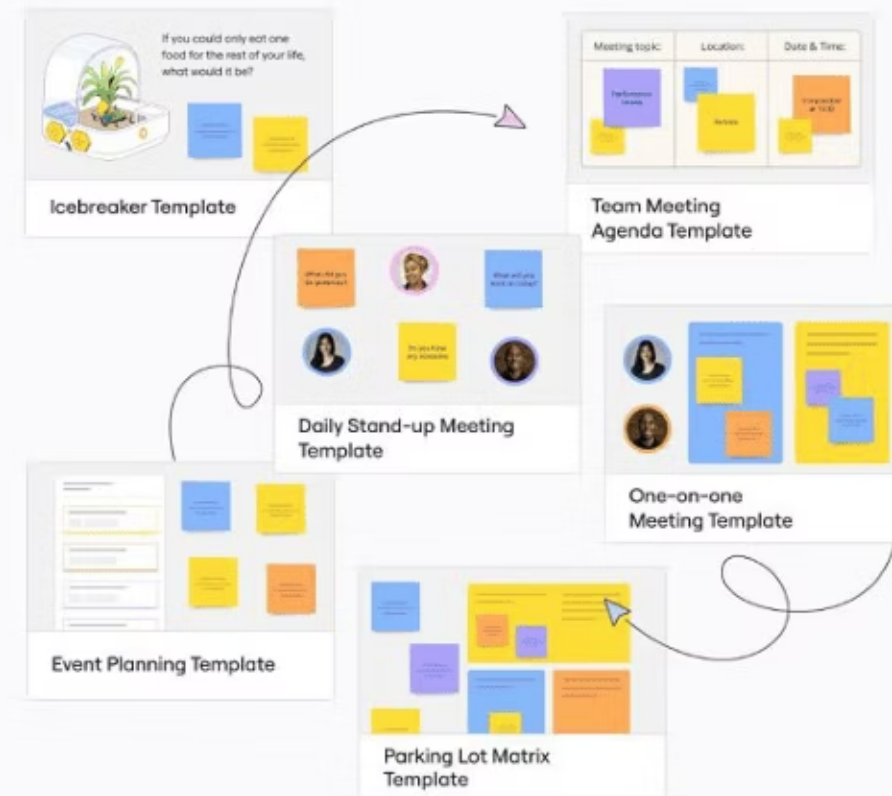
Welcome to the Miro Community

Meet and work with collaborators from all over the world.
Connect, learn, and grow together — and have fun doing it.

Miroverse

Explore limitless paths to innovation with Miroverse — a collection of over 5,000 templates made by and for the Miro community. Use, adapt, and save templates to jump-start your next project, or even publish your own. Get inspired with new ideas from experts and makers around the world.

Explore Miroverse



Miroverse



Machen. Teilen.
Begeistern.

Nach einer Vorlage suchen



Research & Design 563

Strategie & Planung 908

Diagramme & Abbildungen 446

Ideenfindung & Brainstorming

Host in-person meetups with our support!

Showcase Miroverse templates, host an AMA or a hackathon: unite your city's creative community through Miro Meetups.

Apply today!



Mit KI beschleunigt

Überwinde die größten Engpässe deines Teams mit KI-gesteuerten Workflows, die stundenlange manuelle Arbeit in intelligente Zusammenarbeit innerhalb von Minuten verwandeln.

Alle anzeigen



Nutzerfeedback zu Erkenntnissen

Miro

15 270



KI-Pitch-Deck-Generator

Miro

16 130

Wireframes und Prototypen

Miros Prototypen-Vorlagen verwandeln verstreute Ideen in interaktive Erlebnisse, die Stakeholder tatsächlich sehen, berühren und navigieren können. Hör auf zu erklären, wie dein Produkt funktionieren wird – fang an, es zu zeigen.

Alle anzeigen



Vom Nutzer-Flow zum Prototyp mit KI

Miro

9 159



KI-Vorlage für Prototypen einer mobilen App

Miro

10 277



Hey...
BILD-KI

Bild+
ALLE ARTIKEL

DEBATTE

WETTER

BILDPLAY

MARKTPLATZ

ZEITUNG

SUCHE

MEIN KONTO

STARTSEITE NEWS POLITIK REGIO UNTERHALTUNG KAUFBERATER SPORT FUSSBALL RATGEBER GESUNDHEIT SEX & LIEBE AUTO SPIELE

BILD › Sonstiges › Corporate Site › BILD-Leser-Reporter

1414-Redaktion

Werden auch SIE zum Leser-Reporter!

08.05.2023 - 11:44 Uhr

Haben SIE etwas fotografiert, das BILD drucken oder BILD.de veröffentlichen soll? Egal ob lustig, spektakulär, spannend oder kurios – die 1414-Redaktion will IHR exklusives Foto oder Video und zahlt bis zu 250 Euro.

Bitte schildern Sie uns möglichst genau, was auf diesem Foto oder Video zu sehen ist. Sie erhöhen damit die Wahrscheinlichkeit, dass BILD Ihr Material veröffentlichen und honorieren kann.

Bitte beschreiben Sie uns:

- Was ist passiert?
- Wo ist es passiert?
- Wem ist es passiert?
- Wann ist es passiert?
- Warum ist es passiert?

Advisors?



Cristina Spanò

Willkommen im Klimalabor

Das Klimalabor ist ein Ort für Austausch und Experimente. Gemeinsam wollen wir herausfinden, was das ist: Journalismus, der uns in der Klimakrise wirklich weiterbringt.

Von der Klimalabor-Crew: [David Bauer](#), [Elia Blülle](#) und [Sabrina Weiss](#)

Die initiale Explorationsphase des Klimalabors ist abgeschlossen.

Daraus hervorgegangen ist «[Challenge Accepted](#)», ein Angebot für alle, die sich der Klimakrise stellen. Und gemeinsam Wege aus der Krise finden wollen. Neugierig, kritisch, konstruktiv.

**CHALLENGE
ACCEPTED!**

Der Newsletter für alle, die sich der Klimakrise stellen. Und gemeinsam Wege aus der Krise finden wollen. Neugierig, kritisch, konstruktiv.

20'000 sind schon dabei. Jetzt für den Newsletter anmelden.

E-Mail-Adresse

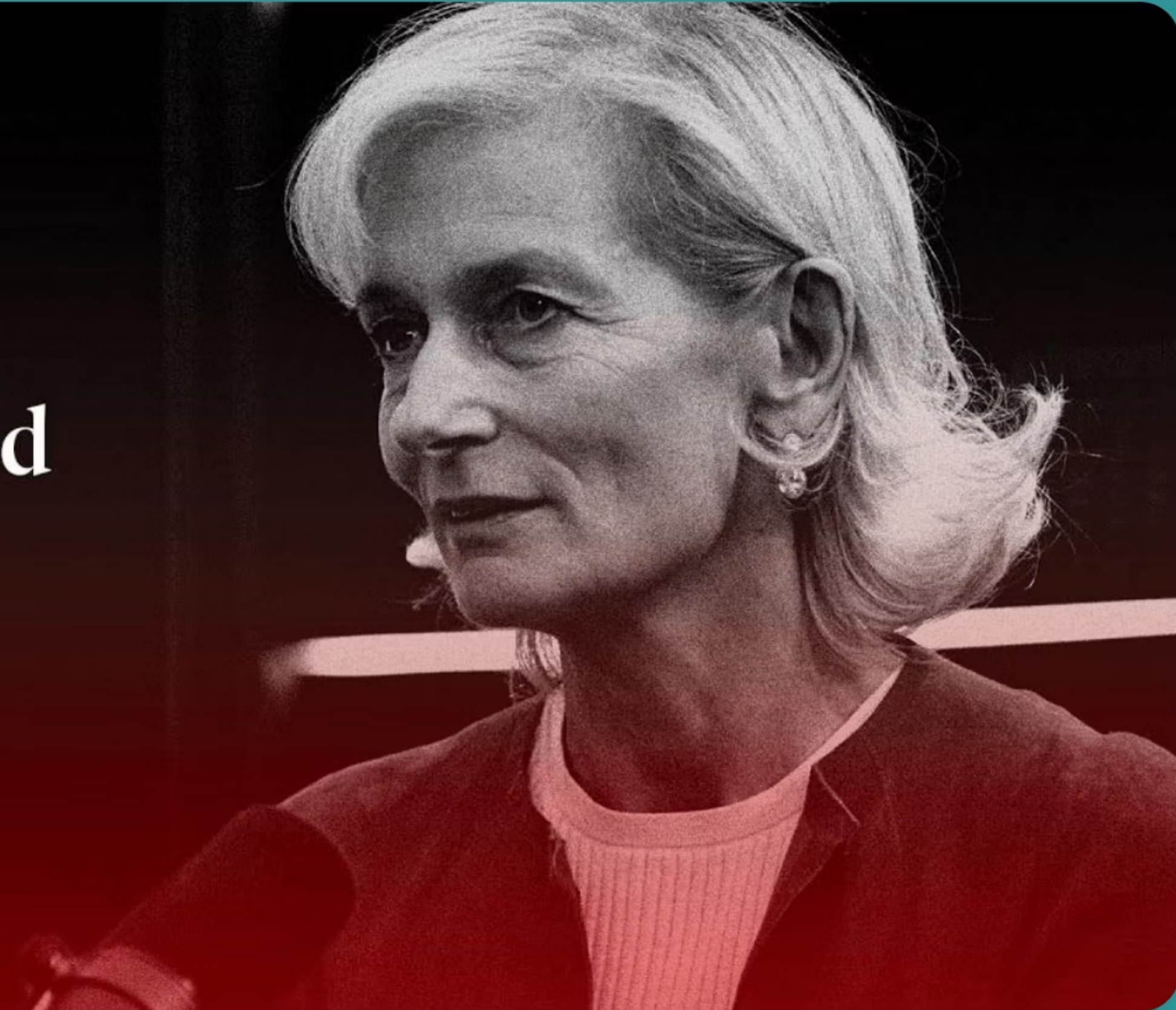
Abonnieren

Weitere Angebote:

- Kartenspiel: [36 Fragen für ein gutes Gespräch über die Klimakrise](#)
- Kurs: [So machen Sie in der Klimakrise einen Unterschied](#)

● THE ECONOMIST INSIDER

Unprecedented
access to our
senior editors



(Audiencers' Festival, 2026)

Co-Owners?



genossenschaft

[übersicht](#) [generationenprojekt](#) [für interessierte](#) [fragen & hilfe](#)

♥ taz zahl ich



taz Genossenschaft

Die taz in besten Händen: vielen
Über 25.000 Eigentümer*innen
ermöglichen unsere unabhängige
Zeitung



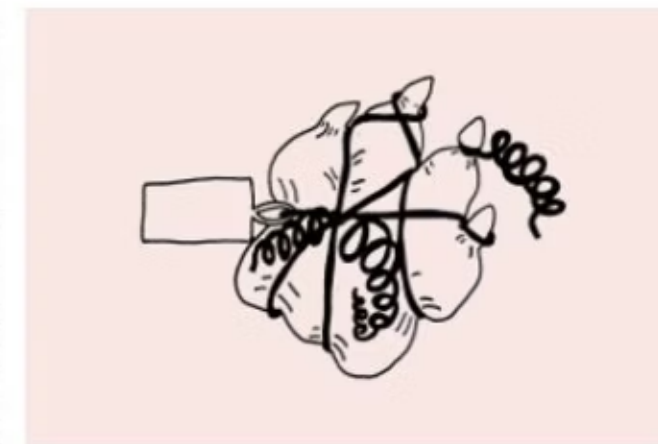
Zeichnen

Treten Sie jetzt bei und sichern Sie die Unabhängigkeit der taz.



Aufstocken

Stärken Sie Ihr Engagement und stocken Sie Ihren Anteil auf.



Verschenken

Machen Sie Ihren Liebsten eine Freude. Mit Sinn. Verschenken Sie einen Genossenschaftsanteil.

Who is your community?



Let's discuss ...

Building trust as a young brand — The Kyiv Independent case

Yana Zhuryk

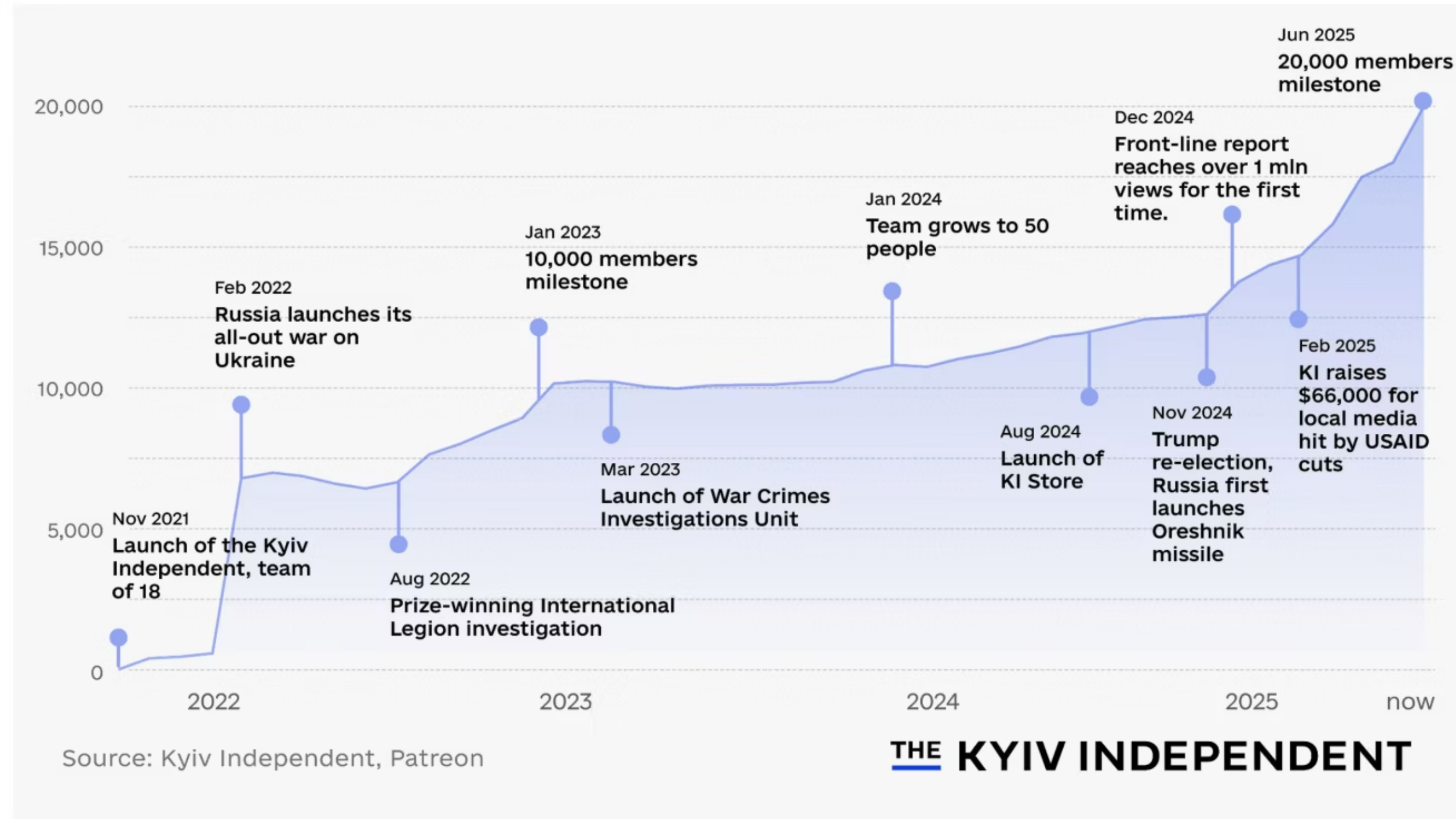
Membership Growth Manager

The Kyiv Independent

March 2026

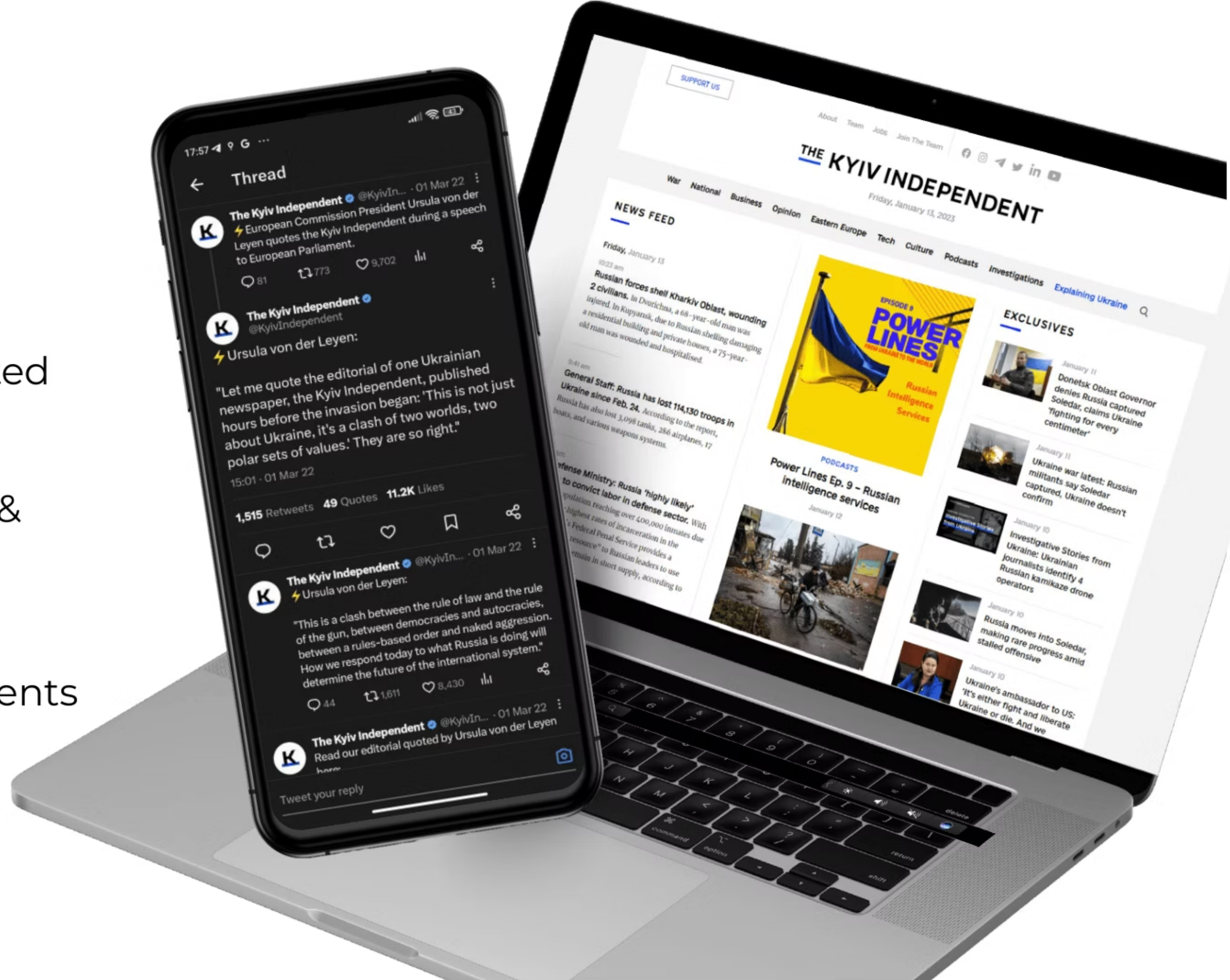
The Kyiv Independent in numbers

- **Launched:** November 2021
- **27,000** paying members
- **Millions** of weekly readers
- English-language
- Audience in **100+ countries**
- No paywall



Our readers are:

- Global Ukraine-interested audience
- Ukrainian diaspora
- Western policymakers & officials
- International business leaders
- English-speaking residents of Ukraine

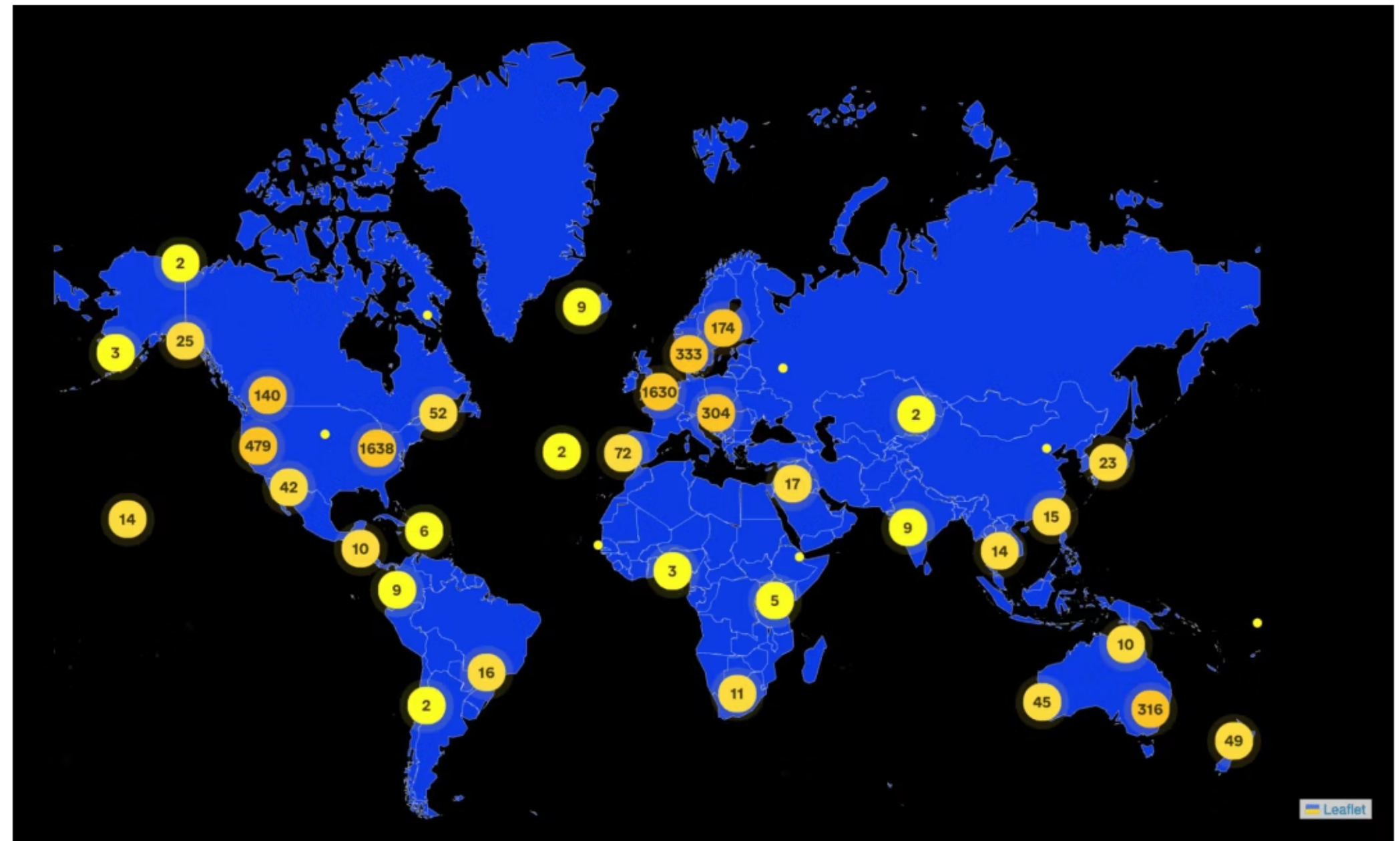


Positioning & Trust building

The Kyiv Independent is a global media on **a niche topic**

We unite people around
shared interests and values:

- Ukraine
- Russia as a threat
- Independent journalism



A map of the Kyiv Independent supporters from around the world.

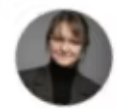
(Audiencers' Festival, 2026)

Trust Mechanisms

1. We do not shy away from **talking about us**, sharing our work, almost never say no to interviews, commentaries, opinions
2. We build our marketing communication around our journalists, their **personalities**
3. We position our membership as **community**, not transaction.
4. Our communication is always **transparent**, we give glimpse into behind the scenes

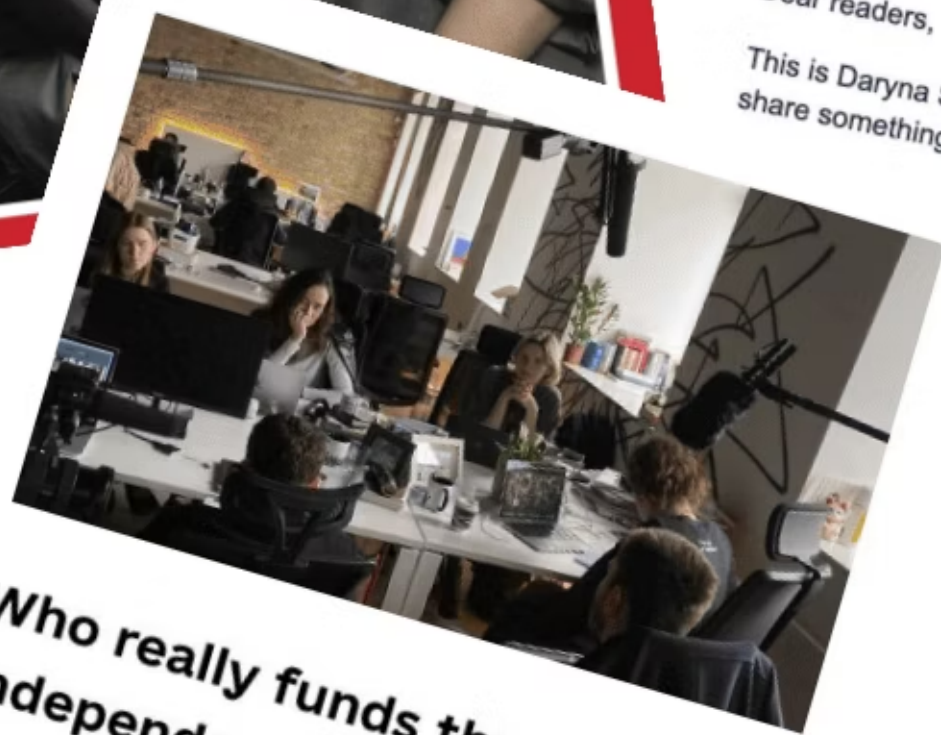


Managing our mental health in wartime Ukraine



CEO
Daryna Shevchenko

Dear readers,
This is Daryna Shevchenko, the CEO of the Kyiv Independent - share something very special with you.



Who really funds the Kyiv Independent?

by Elsa Court • May 15, 2025



Who chooses to support the Kyiv Independent?

Who are the people funding the Kyiv Independent?

by Brooke Manning • December 1, 2025



Francis Farrell reporting from the field near Kostiantynivka, July 2025.

Reporting from the front is getting even harder



Reporter
Francis Farrell

Dear reader,
This is Francis Farrell, you have probably seen my name at the top of articles and newsletters about the battlefield of Russia's war against Ukraine, or my (probably sleep-deprived) face on our YouTube channel reporting from a trench or basement in Donetsk Oblast.



25 facts you (probably) didn't know about the Kyiv Independent

by Julia Pahava • November 17, 2025

(Audiencers' Festival, 2026)

Human touch in practice

- **Public campaigns** for membership
- **Personal emails** from our staff members
- Videos on **social media** from our journalists with CTAs
- **Personal recommendations** on books, films from Ukraine for our members
- **24 hour** response time to our members

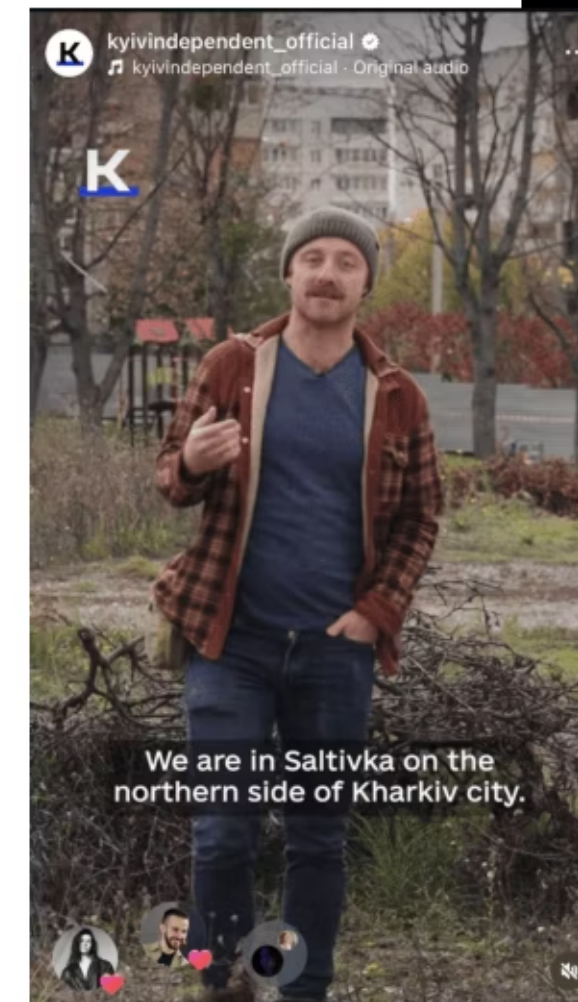
NEWSLETTER

Recommendations from the Kyiv Independent: Ukrainian YouTube documentaries and video creators

February 5, 2026 9:25 pm • 3 min read



by Anastasiia Chernova



WHO FUNDS
THE KYIV INDEPENDENT?

167 11 9 34

Acquisition case: campaigns

Dear Dutch readers:
While the Hague is waiting, help us expose Russian war crimes

Thanks to readers like you, we can continue to show the truth of Russia's brutal war against Ukraine, at a time when it matters the most. **Join the 280+ readers** in the Netherlands who already support our work and help us reach our goal of 20,000 members.

Can we reach 20,000 members?

18,000 already on board, 2,000 left

BECOME A MEMBER

VISA  

[Back](#) **THE KYIV INDEPENDENT** [Account](#)

Independent, under fire – and unstoppable with you on board

Independent journalism is never easy, especially in wartime. The Kyiv Independent keeps reporting freely, without paywalls, billionaires, or compromise – thanks to our community. Now, we're aiming for 25,000 members before 2025 ends to strengthen our newsroom and expand coverage where it's needed most.

20,500 of 25,000

Will you help us do it?
20,500 already on board, 4,500 left

Secure transaction

Single **Monthly** Annual

Recommended

Champion
\$5 per month

Believer
\$10 per month

\$30 per month

Monthly ☐ Annual ☐ USD 

\$5 **\$10** **\$30**

Recommended

CONTINUE

Secure transaction    

If you read us in Germany, this message is for you.

As Russia's full-scale invasion enters its fifth year, independent journalism matters more than ever. We're working to grow our community in Germany from 800 to 1,000 members this February. Help us get there – and keep our reporting accessible and independent.

Will you help us get there?

 800 are already on board, 200 left

Monthly ☒ Annual ☐ USD 

\$5 **\$10** **\$30**

Recommended

CONTINUE

Secure transaction    

Acquisition case: emails

At the end of 2025, we tested **two types of acquisition emails:**

- One was visually designed and promotional
- The other was personal — a storytelling email written by a team member

What we saw:

The personal email drove 3x more conversions, with higher open rates and click-through rates compared to the visually heavy, promotional version.

Lesson:

Our audience responds more strongly to authenticity and human voice than to polished marketing.



Francis Farrell reporting from the field near Kostia

Reporting from the front is getting harder



Reporter
Francis Farrell

Dear reader,

This is Francis Farrell, you have probably seen my articles and newsletters about the battlefield of Russia in Ukraine, or my (probably sleep-deprived) face on reporting from a trench or basement in Donetsk.

**Independent journalism,
powered by community**

4 years of
THE KYIV INDEPENDENT
Made possible by our readers



Help us reach
25,000 members till
the end of 2025

BECOME A MEMBER

Four years ago, a group of journalists refused to let their voices be silenced. Born out of a fight for editorial independence, the Kyiv Independent was created to be a truly independent voice of Ukraine — free from paywalls, oligarchs, or outside influence.

When Russia launched its full-scale invasion, our team stayed in Ukraine and kept reporting — through blackouts, bombings, and uncertainty — to tell the world what's really happening on the ground.

Everything we've built since then — from award-winning documentaries and front-line reports to a readership of millions each month — exists because of our members who make our work possible.

BECOME A MEMBER

(Audiencers' Festival, 2026)



Retention case: Direct engagement

One of the ways we strengthen **long-term loyalty** is through direct interaction with our members.

For example:

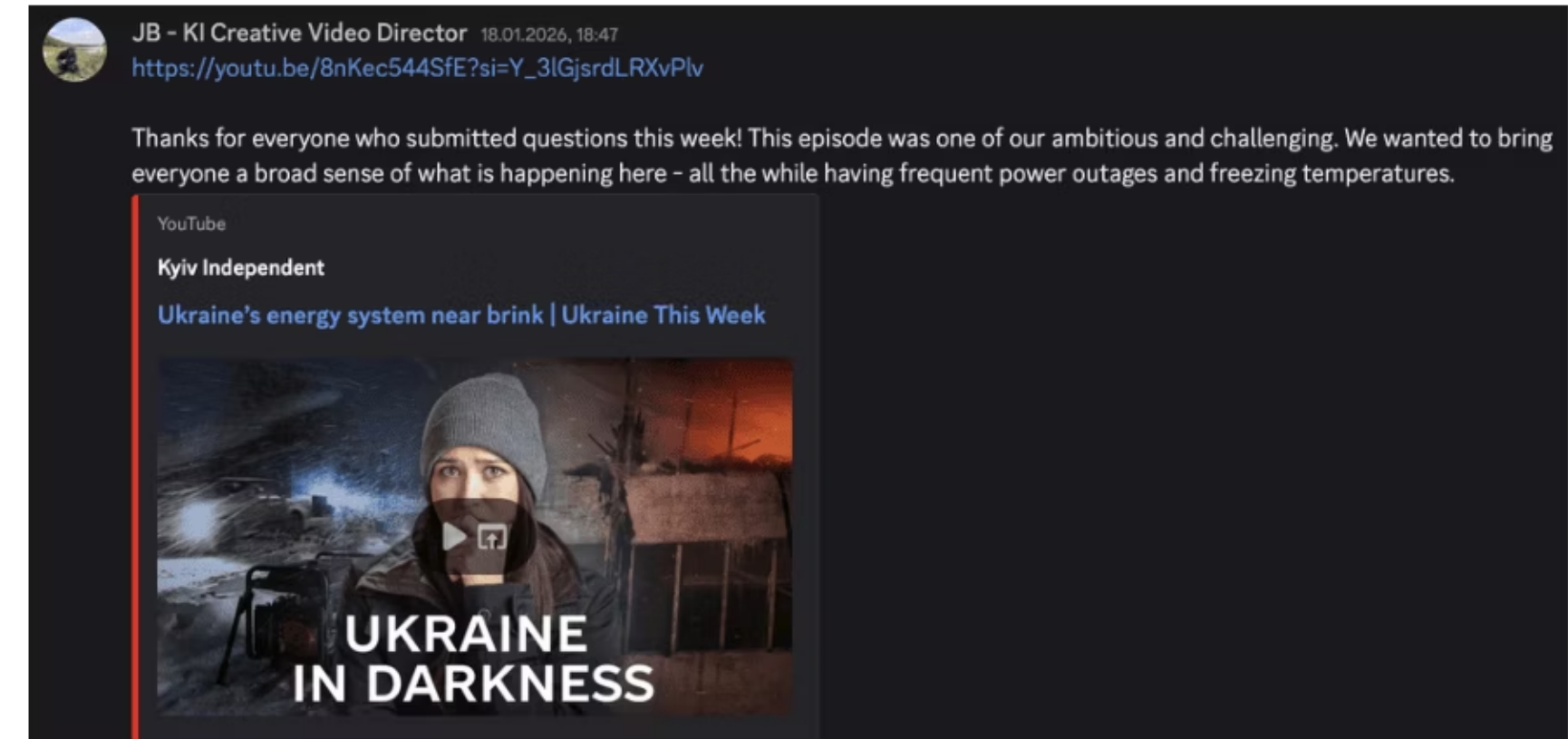
- We actively engage with members on **Discord**
- We answer emails within **24 hours**
- Members can **submit questions** that our team responds to

What we've seen:

Members value knowing that there are real people behind the newsroom — and that they can reach us.

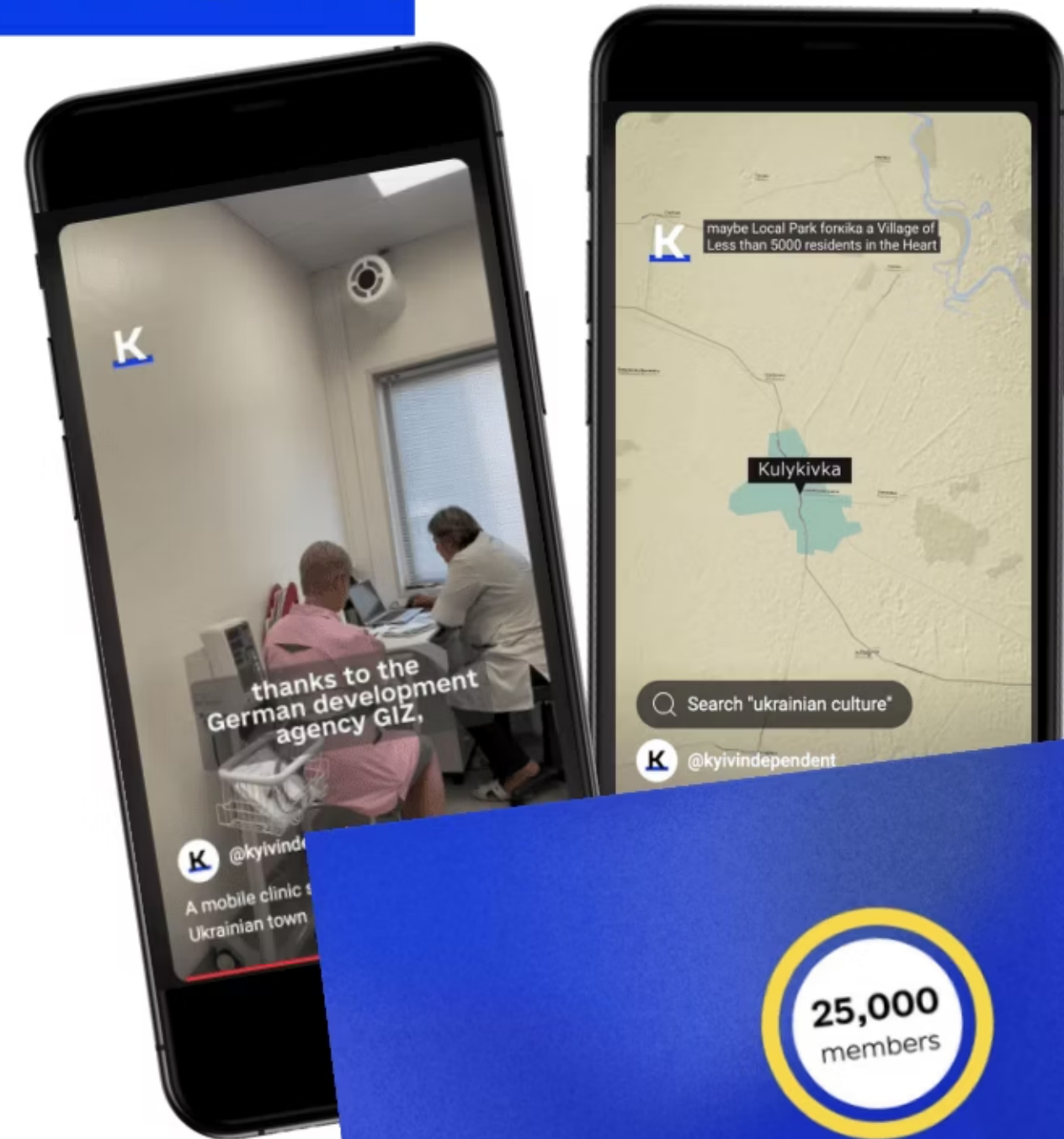
Lesson:

Retention is not only about content. It is about responsiveness and presence.



Trust compounds when:

- ✓ Positioning is clear
- ✓ Values are explicit
- ✓ Access is democratic
- ✓ Journalists are visible
- ✓ Community feels heard



25,000 members

25,000 members on board!

With your support we reached **25,000** members by the end of **2025**.



DIE ZEIT

JAHRE

The ZEIT portfolio is diverse and relevant across all channels



(Audiences' Festival, 2026)

A low-angle shot of a bright blue sky filled with soft, white clouds. Two hands are visible: one reaching down from the top center of the frame, and another reaching up from the bottom center. Both hands are positioned as if they are about to grasp each other, creating a sense of connection and hope. The text is centered in the middle of the image.

**While social solidarity and democratic values
are more crucial than ever,
DIE ZEIT stands as an indispensable beacon
of optimism, diversity, and journalistic excellence.**

Our readers find guidance in our independent journalism



over 20 million net contacts across all channels

Sources from left to right: agma 06/2025; Publisher's figured for 2025: total gross streams of all marketable ZEIT podcasts; AWA 2025: total gross contacts (DIE ZEIT, ZEITmagazin, ZEIT WISSEN, ZEIT CAMPUS); publisher's figures for 2025: total gross newsletter reach.

(Audiencers' Festival, 2026)



Joining for the journalism – Staying because **DIE ZEIT** is good company

What nine years of Freunde der ZEIT taught us about long term loyalty

(Audiencers' Festival, 2026)

Kennen Sie schon?

Alles rund um Ihr ZEIT-Abo



Rezept der Woche
Gemüsebrühe selbst gemacht

Freunde der ZEIT – what our subscriber program is about

1. **We connect you to the people who are Die ZEIT**
 - Reader parliaments
 - Open doors to our editorial houses
 - Behind-the-scenes formats, in which readers issues own the stage
 - Be the first to know about Innovations
- **Annual newsletter engagement growth: 15–20%**



Freunde der ZEIT – what our subscribe program is about

2. We show up

- dedicated newsletter
- bundles on the journalism our readers love most
- online formats
- in-person events

→ **260 exclusive events
since the beginning**

(Audiencers' Festival, 2026)

10:53



Treffen Sie Giovanni di Lorenzo in Frankfurt!



Liebe Frau Tzanakakis,

kommende Woche darf ich auf einer Konferenz in Hamburg von unserer Arbeit bei den Freunden der ZEIT erzählen – in der Hoffnung, auch andere Medienhäuser zu regelmäßigen Treffen mit ihren Leserinnen und Lesern zu inspirieren. Zur Vorbereitung bin ich in unser Archiv gegangen. Und habe gestaunt: Seit



Freunde der ZEIT – what our subscriber program is about

2. We show up

- dedicated newsletter
- bundles on the journalism our readers love most
- online formats
- in-person events

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since the beginning

(Audiencers' Festival, 2026)



Freunde der ZEIT – what our subscriber program is about

3. Feel at home with us

- **No new label needed:** "I'm a ZEIT reader."
- **Shared purpose. Very different identities:** "I support journalism that matters"
- **Democracy as a habit – and yes, sometimes even fun:** "I invest in a democracy that works."

(Audiencers' Festival, 2026)





Why it works for us

- 20% of subscribers are actively engaged
- They arrive as readers, they leave as friends (event feedback: ratings: 4,8/5)
- Super customers: Most effective channel for magazines, strong driver for side businesses
- We help bring warmth to the brand – substance without snobbery
- Community interests shaped new products



7 Lessons on love after the honeymoon

1. **Evolve your content** – yesterday's hit is tomorrow's habit
2. **Bundle what they love** – make leaving harder
3. **Show people that they matter** – in gifts, events, in storytelling
4. **Listen closely – but still surprise them** (be that interesting person)
5. **Show up when times are hard** – that's when loyalty is built
6. **Be their constant** in a world that won't stop changing
7. Maybe **one Community is not enough**



(Audiencers' Festival, 2026)



**People join for the journalism.
They stay because they feel part of
something bigger**

Build a town, not a village – many neighborhoods, one shared purpose.

Make more informed decisions

Subscribe to The Audencers for endless case studies & expertise on engaging, converting & retaining your audience



Individual subscription
£299 annually
1 account



Company subscription
Personalized pricing
Unlimited access for the whole company

subscribe.theaudencers.com

