



Net play serves up ace results.

Deloitte reinvents the United States Tennis Association's digital presence to attract a new generation of players and fans.

"Deloitte helped us understand how important it was to make this enterprise-wide, digital investment and to do it in a way that would bring us into the new world."

Gordon Smith
Executive Director & CEO, USTA

To grow its membership and secure the future of its sport, the United States Tennis Association knew it needed to overhaul its digital game.

Founded in 1881 as the U.S. National Lawn Tennis Association, the USTA's modern membership of 630,000 individuals and 5,300 organizations was robust but barely representative of the 40+ million tennis fans in the United States. This untapped audience was as diverse as it was deep and included millennials who had never picked up a racket, young families with children who played, and lapsed players who had lost their connection to the game.

"Historically, we'd been a membership-focused organization, but we needed to reach further and communicate with the tennis community at large," said Gordon Smith, USTA's executive director and chief executive officer. "To do that, you have to live and breathe in a data and digital world."

Change at this level would take more than a new homepage design. With Deloitte as the guide, this would be a rewriting of USTA's entire digital playbook and infrastructure.



Impacts

- Removing digital silos enabled the sharing of features, functions, and data for a more seamless experience.
- 125 team members from within Deloitte and USTA were involved in the digital transformation.
- Two major USTA websites saw over 3 million unique visitors in the first year after launch.
- Deloitte launched the Net Generation website, which in conjunction with marketing generated more than 1.4 million page views in the first year.

Building the right team.

USTA initially engaged Deloitte to perform a complete diagnostic assessment of its digital health.

“We needed an advisor like Deloitte who we could trust,” Smith said, “because we didn’t have the internal level of digital expertise needed to move in the right direction.”

The call for more coaching grew from there, eventually utilizing 125 team members from several capability teams within Deloitte and USTA.

In addition to Deloitte’s technical experience in developing new websites, Deloitte’s creative design team jumped on board, as did its Risk and Financial Advisory practice, to oversee the cyber risks associated with the implementation of large-scale digital projects.

“They weren’t aware of the extent of our capabilities,” said Pete Giorgio, principal and Deloitte Consulting LLP sports leader. “It enabled us to shape the conversation and ultimately frame a specific point of view they could roll out across the entire enterprise.”

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Start with the fundamentals.

To develop a digital foundation, Deloitte’s team first had to uncover the challenges standing in the way of a game-changing USTA win.

First, no cohesive digital thread existed across USTA brands—leading to a disjointed experience for visitors and limiting USTA’s ability to attract a new generation of fans on the internet to the tennis net.

“We were building things digitally in silos. Everything that we were building wasn’t talking to each other, was sitting in multiple databases,” said Ed Nepl, USTA chief financial officer. “Our vision was to create an enterprise-wide solution. Deloitte was there with a recommended approach and ultimately the digital transformation was really a bold overhaul of our entire infrastructure.”

Second, previous efforts to upgrade USTA’s digital capabilities had limited success—and left the potential for greater achievements unrealized. To help answer that challenge, Deloitte provided the USTA team with a digital ecosystem that could build on itself and featured a new content management platform, a powerful commerce engine, and a 360-degree-view customer database.

This comprehensive customer-focused database proved particularly exciting, said Deloitte Consulting LLP principal Lokesh Ohri. “The focus and the direction that Deloitte brought was trying to capture the various sources of data USTA had and combining that into one platform that could then serve and service the various needs around content and personalization, as well as just data aggregation from a marketing perspective.”

Advantage, everyone.

To bring Deloitte’s road map for the new infrastructure to life, Deloitte built select USTA websites—USTA.com, [National Campus](http://NationalCampus), and [Net Generation](http://NetGeneration)—on the same mobile-friendly platform, giving them the



ability to share features, functions, and data. This cohesiveness provides tennis fans with a single login experience that allows them to easily navigate to other USTA sites.

The Net Generation site has been key to supporting the launch of Net Generation, a new USTA program encouraging young players and families to take up tennis as a lifelong sport. In its first year, the website generated more than 1.4 million page views. The ability to leverage data on a nationwide basis ensures kids and their families find easy access to everything from local coaches to upcoming tournaments to nearby courts.

Game, set, match.

Moving beyond the historical focus that was on active members only, Deloitte helped USTA enhance its net game, providing new venues to interact with tens of millions of potential tennis fans looking to take up a racquet.

Giorgio applauded USTA’s willingness to undertake such a bold transformation, believing it sets an example for others to follow. “One of the interesting things about the digital transformation at the USTA is the challenges they have are not unique in the sports world. How do we get more kids to play our sport? How do we connect with parents? As the USTA moves forward, and in a lot of ways becomes a beacon and a symbol for what can be done, one of the really interesting things to think about is how we inculcate that across the entire sports ecosystem.”

To learn more about Deloitte’s sponsorship of the USTA/US Open, USTA Foundation Essay Contest, and US Open Wheelchair Competition, please visit us at deloitte.com/us/tennis.