

The grand opening of Target Canada was set to begin in one month, and Tony Fisher needed to know whether the company was actually ready. In February 2013, about a dozen senior-level employees gathered at the company's Mississauga, Ont., headquarters to offer updates on the state of their departments. The company was having trouble moving products from its cavernous distribution centres and onto store shelves, which would leave Target outlets poorly stocked. The checkout system was glitchy and didn't process transactions properly. The news was rarely good.