Cookie: Rolled oats and butter

The connection, says Ms. Waring, was the beginning of a partnership with the pay-by-the-

item business model, in an effort to increase the visibility of the business. Ms. Waring's partnership with Whole Foods was the beginning of a partnership with Whole Foods — the company that would eventually develop the Whole Foods concept.

The "kids onboard" themselves to sell cookies, and the partnership began. With Whole Foods's backing, the store opened in 2003, and the business grew rapidly. By 2005, the store was generating $800,000 in annual sales, and the partnership had become a major success.

In an interview, Ms. Waring said, "The partnership with Whole Foods has been a game-changer for us. Without their support, we wouldn't be where we are today."

Whole Foods liked the product and the brand, and so we wrote into the U.S.," Ms. Waring said. "Their online store is available in each Canadian channel at Loblaw, Superstore, and other stores, and Whole Foods." Whole Foods's support was crucial to the success of the business.

Whole Foods's backing, however, was not without its challenges. Ms. Waring said, "The partnership was challenging at times, especially during the early days. But we were able to work through those challenges and build a successful business."