

LA SCUOLA HIGH SCHOOL FEASIBILITY

Market Analysis Summary | January 2026 | REVISED

KEY FINDING: No Bay Area competitor offers Italian-English dual-language IB programming

MARKET OPPORTUNITY	COMPETITIVE LANDSCAPE		
32% SF private school enrollment (vs 10% statewide)	Intl HS of SF	\$60,020	No
21% Post-pandemic enrollment growth (up from 18.8% in 2019)	Silicon Valley Intl	\$49,130	No
0 Italian-English IB competitors in the Bay Area	Lick-Wilmerding	\$62,250	No
	La Scuola \$45,000	Yes	

RECOMMENDED MODEL: IB Diploma + Realistic Italian Integration

Revised approach: **35-40% Italian instruction** (vs. 50% originally proposed)

Italian focus: History, Culture, Art, Italian Language Arts | English: Math, Science, English LA

Why: Research shows 50/50 at HS level is rare; only 17% of La Scuola families have Italian home support

FINANCIAL VIABILITY (REVISED)	KEY RISKS TO DISCUSS
<p>Target: 100 students @ \$45K = \$4.5M revenue</p> <p>Personnel: 65% (\$2.9M) Facilities: 10% Ops: 15%</p> <p>Operating margin: 10% (\$450K)</p> <p><i>+\$500K/yr vs \$40K tuition at 100 students</i></p>	<ol style="list-style-type: none">1. Limited Italian home support (17% of families)2. Bilingual teacher recruitment (31-state shortage)3. Competition from established institutions

IMPLEMENTATION TIMELINE

Year 1	Years 2-4	Years 4-5+	Pricing Path
Grade 9 launch 25 students	Expand to 9-12 85 students	Steady state 100-120 students	\$45K → \$52K 5-8% annual increase

RECOMMENDATION: Explore with High Confidence

Unique market position • Stronger financials at \$45K • Realistic 35-40% Italian model

Based on analysis of 20+ comparable schools | Revised with pricing & language model research | February 2026