



*Central America:
A Quest for the Progression of
Economic Value.
Bonus-Season V.*

The origin of Central America political-economy.

Period of study: From 1700 to 1900

Episode 5

**Sugar-Sugar America Part 5
The British Sugar Model
Barbados and Jamaica**

Central America: A Quest for the Progression of Economic Value. Season V

From 1700-1900: The origin of Central America political-economy.



Outline Calendar

Season V From January 9 th to March 27 th , 2026.				
9-jan-2026 Episode 1	16-jan-2026 Episode 2	23-jan-2026 Episode 3	30-jan-2026 Episode 4	06-Feb-2026 Episode 5
Sugar-Sugar America Part I Brazil	Sugar-Sugar America Part II Dutch islands	Sugar-Sugar America Part III British West Indies - Production	Sugar-Sugar America Part IV British West Indies - Barbados	Sugar-Sugar America Part V British West Indies - Barbados and Jamaica
13-feb-2026 Episode 6	20-feb-2026 Episode 7	27-feb-2026 Episode 8	06-mar-2026 Episode 9	13 -mar-2026 Episode 10
Sugar-Sugar America Part VI French (St Domingue)	Sugar-Sugar America Part VII Spanish Model (Cuba)	Cattle, Livestock and other Foodstuff Central America	Banana Republics Central America	Summary and Conclusions Seasons I and II
20-mar-2026 Episode 11	27-mar-2026 Episode 12	From 28-March to 13-April 2026 Safeguarding Pause	Next Academic Sagas 2026	
Summary and Conclusions Seasons III, IV and V	Research Agenda for the future	Maintenance Break and Easter Week vacations.	Coffee and Cacao 101 Strategies for Family Farm Small-Holders	From 13th of April to 24th of July 2026.
			Human Talent: From Feudal Slave to Chatel Serfdom to Wage Labor to Digital Beggar	From 17th of August to 11th of December 2026.



Central America: A Quest for the Progression of Economic Value. Season V

A piece of the economic puzzle of Spanish Central America in Four Seasons + Bonus



Big Picture of our Content.

Season V as of January 9th, 2026.

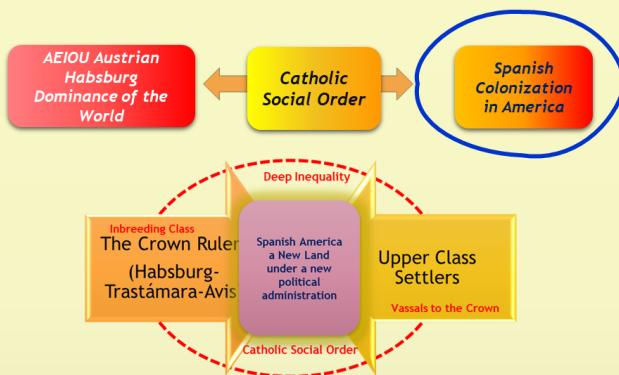
Season	Start Date	Finish Date	Number of episodes	Historical Timeline to Analyze	Main General themes
One (I) Autumn -Winter 2024	October 4 th , 2024	December 27 th , 2024	13 episodes	1492-1558	<ul style="list-style-type: none"> Historical foundations Castile & Aragon: Discovery of Spanish America, the Holy Roman Empire Charles V Holy Roman Emperor: his local, personal, regional, religious, and international agenda The Spanish Inquisition
Two (II) Winter-Spring 2025	January 24 th , 2025	May 2 nd , 2025	13 episodes	1492-1700	<ul style="list-style-type: none"> Spanish America with a Medieval Allure: Conquest and Colonization Understanding the economic philosophy of the Habsburgs Rulers in Central America: Philip II, Philip III, Philip IV, and Charles II. Commodities: Mining extraction of precious metal reserves
Three (III) Spring-Summer 2025	May 23 rd , 2025	August 29 th , 2025	14 episodes	1700-1900	<ul style="list-style-type: none"> School of Salamanca The Bourbon era begins. From Philip V (1683-1746) to Alfonso XIII (1886-1941) The War of Spanish Succession The Jesuit Suppression and Restoration (1773-1814) The meaning of the French Revolution in Spanish America The Why of Napoleon Bonaparte
Four (IV) Autumn-Winter 2025	September 19 th , 2025	December 31 st , 2025	15 episodes	1700-1900	<ul style="list-style-type: none"> Independence Bells of Central America (1800-23) United Provinces of Central America (1823-40) Derailment of violence and inner conflicts Charted Urban vs Forgotten Rural Mining + Agricultural Commodities. Never an Industrial Factory Development. Main agriculture production industries: Cacao, Indigo, coffee, Sugar-Introduction
Five (V) BONUS Winter Spring 2026	January 9 th , 2026	March 20 th , 2026	11 episodes	1500-1900	<ul style="list-style-type: none"> Analysis of Main Agriculture plantations. Sugar-Sugar America, Bananas, Cattle and Livestock, Foodstuff Summary and Conclusions Research Agenda for the future.

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From 1700-1900: The origin of Central America political-economy.



Sugar-Sugar. America Part V. Barbados and Jamaica



Our agenda for today's master class:

1. *The monarchical English Strategy in Barbados and Jamaica*
2. *Barbados and Jamaica Exports 17th century*
3. *Landing into Jamaica Foundations: Slaves*
4. *Jamaica: Productivity gains based on slaves.*
5. *Understanding the cost structure of one plantation in Jamaica, 1690*
6. *Understanding the Prices of sugar in London*
7. *Understanding Britain Atlantic is imperative in economics and strategic affairs.*

“Most of good historians are chroniclers of events. A Chronicler narrates, but doesn't explain the facts.

Before proceeding further in our civilization, corporate strategists are obliged to understand the different explanations and interpretations of history. Otherwise, history will repeat under new circumstances”.

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Shipping Sugar from Antigua. Thomas Clay. Printed London 1823

<https://jenikirbyhistory.getarchive.net/media/shipping-sugar-rmg-py3019-d1b29d>

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From 1700-1900: The origin of Central America political-economy.



Understanding the monarchical strategy of Barbados-Jamaica

Sugar-Sugar. America Part V. Barbados and Jamaica.

The Monarchical English Strategy in Barbados and Jamaica explained

Shift from white indentured servants to African slaves

“Cultivating sugar was a deadly work”: But Barbados became the origins of the capitalist ventures of the British Atlantic. And then the model was replicated on and on and on to raise the British Empire.

English Planters were sent to Barbados in the context of Stuart England and as of 1702, Stuart Great Britain.



Did the Stuart dynasty finance the merchant-traders clusters of Barbados and the Leeward Islands?
It is customarily and very possible. It was an absolutist dynasty linked to Portugal and Spain.

- 1 Established Tobacco-Cotton Planters
- 2 West-African Merchant Traders
- 3 East-Indies and Mediterranean Traders
- 4 English Merchant heavily linked to sugar trade from Brazil-Portugal
- 5 Sponsors of cloth trade in woolen manufactures to Northern Europe, France, and Spain
- 6 New Merchants

The importance of learning about the royal dynasties when labor systems made great shifts in history:

Every head of a dynasty of this epoch were leading as absolutist monarchs. During the time of the Stuarts in Power, the Parliament in England was quite irrelevant for the Stuarts. The Stuarts tried to build an absolute and unlimited Sovereignty with Catholic influence.

It was during the Stuart Dynasty ruling England (later Great Britain) that the shift from white indentured labor to African Black Slavery took place.

- According to H. Beckles and A. Downes, it was during the 17th century that the institutionalization of the labor system of African slavery took place. It was in this precise century that the British monarchs allowed, legalized and financed the transport and employment of African slaves to produce sugar in the Caribbean.
- Between 1624 to 1645 (under king Charles I) that Barbados and the Leeward Islands (St. Christopher-Kitts, Antigua, Nevis and Montserrat) received the influx of white indentured-servants migrating from English territories.
- Who were these servants arriving to Barbados? They were a mixture of voluntary servants, political refugees, defeated royalists (anti-Stewart Bourbon), political prisoners, convicts and rogues.
- For the servants coming from England to work in Barbados: it represented the promise of affixed income and land property benefits after the expiration of the contracts.
- Who were the planters that settled in Barbados and hired the white servants to come? These were merchants and traders who were financed by whom? There is no existing document evidence that we can sort out. However, our intuitive acumen brings us to the Royal Family of the Stuart-Bourbon. In an absolutist monarchical system, where the Parliament was weakened, the colonies were directly supervised and financed by the Royal Crown (or its ties to other kingdoms already working in America: By the time of Charles II, the Dutch and Portuguese were already masters in sugar and slave trading).
- Charles II married Catharina Braganza-Velasco/Pérez de Guzmán-Gomez de Sandoval, the daughter of the King Joao IV of Portugal. This royal liaison provided access to the Stuarts to the slave trade in Africa.

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Sugar-Sugar. America Part V. Barbados and Jamaica.

The objective of the capture of Jamaica. A consolation prize?

Oliver Cromwell and its Western Design

Even during the Cromwell period, England did not stop in its quest to gain the British Atlantic.



Oliver Cromwell's Commonwealth period refers to the time from 1649 to 1660 when England was governed as a republic following the execution of King Charles I. This period was marked by the establishment of the Commonwealth of England, where Cromwell, initially as a leading general of the New Model Army. Cromwell disbanded the Rump Parliament in 1653 and later established the Protectorate, consolidating his power as Lord Protector and ruling until his death in 1658. His son Richard continued until 1660.

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- Jamaica was not seized by default by England in 1655. It was part of a core strategic planning initiated by the Stuart Dynasty to install a hub in the middle of Spanish Territories facing the coast of Central America, the Gulf of México and Colombia-Guianas.
- The Western Design of the British Atlantic is the proof of evidence that England was not playing when expanding horizontally their domains in America.
- The Western Design was created, sustained and expanded by the same merchant planters and their allies who started to bring slaves from Africa to North America (Virginia, Barbados and the Leeward Islands").
- These merchants (that we believe were financed by the Royal family Stuart) reached the peak of its influence during some years of the period of Cromwell (1649-1653).
- According to A. Swingen, the slave trade Merchants of Africa and planters were doing both activities. There was no separation between the ownership of the plantations and the slave traders, and they were actively participating in the government of Cromwell, in committees to reorganize the Navy, customs collections, taxes, commercial policies.
- The Merchant-planters-slave traders were associated as a tacit chamber of West Indies slave trade and plantations, with connections to Puritan Investors who were also involved in colonies as Massachusetts Bay Colony and the Providence Island Company (part of San Andrés-Colombia islands).

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In April 1655, nearly eight thousand English soldiers and sailors, under the command of General Robert Venables, landed on Hispaniola with the intention of capturing the island. However, the Spanish repelled the intent and left for Jamaica. The capture of Jamaica was a defining moment in the English Imperial growth.

What was the Western Design?

It was a result of an aggregated imperial plan from the Protectorate's Council of State to finance and expand the British Atlantic using the English military strength against Spain to expand the trade markets and products using slave labor from Africa.

Colonial Merchants of England in North America and West Indies	Position at the Cromwell Republic
George Thomson, brother of slave traders and interloping, Maurice and Robert Thomson, also involved with ventures in the East Indies.	Member of the Council of State and Head commissioner of the Navy. All members of the Advisory committee of the Western Design.
William Pennoyer and his brother Samuel, Thomas Povey	Advisory committee of the Western Design.
Colonel Edward D'Oyley	Fortified Jamaica as of 1655
Martin Noell, slave-trader and planter of Barbados and Jamaica	Leader of the Western Design
John Limbery, brother of William Limbery, Naval officers with Trade Merchant experience	Advisory committee of the Western Design.
Andrew Riccard and William Williams, involved in Levant and East India Companies	Advisory committee of the Western Design.

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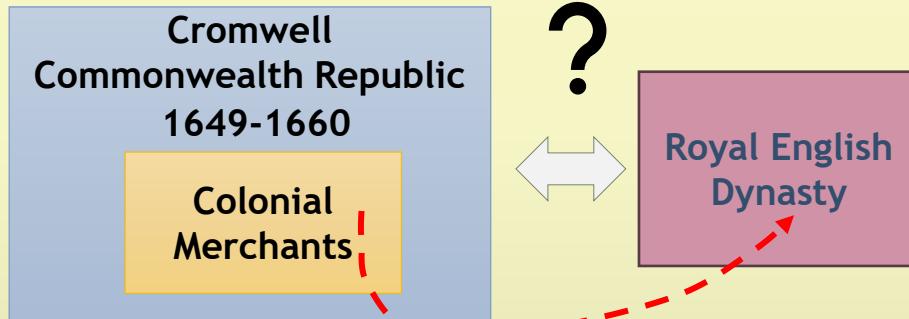
Understanding the monarchical strategy of Barbados-Jamaica

Sugar-Sugar. America Part V. Barbados and Jamaica.

More about the Western Design under Cromwell

An anti-Spanish Atlantic campaign to cut the universal catholic Spanish Empire? No.

The main objective was not to seize Spain territories and establish new English ones. The objective was to get into the slave trade market for profit of colonial commerce of sugar, servants and slaves.



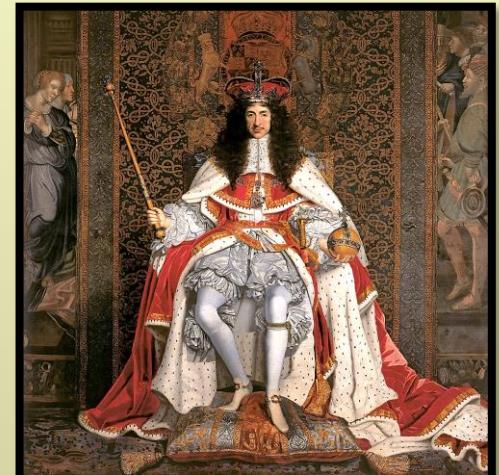
- The Colonial Merchants were backed by the Stuart-Bourbon dynasty since King Charles I.
- During the Cromwell period, he appointed merchants (already linked and possibly financed by the royal family) as key officers of the Navy and Trade.
- We can infer: The Royal Stuart family was behind the scenes, keeping its business interests in the Atlantic through its network of merchants. Jamaica was seized in this specific period, and Hispaniola's was never a priority, because the Bourbon family was part of the pedigree of the next king Charles II, who got involved in slave trade with the royal Portuguese Braganza in Western Africa.
- The Navigation Act of 1651 was a move to separate the Dutch intromission in the Atlantic. To stop the Dutch, England wanted to weaken the Holland presence in the sugar islands, and their shipping business with slave trade.

- In 1654, new merchants were appointed by the Western Design's planning committee to Barbados: Governor Daniel Searle and Colonel Thomas Modyford. Modyford had already a 500-acre sugar plantation operating in Barbados, and he was linked in business with Noell and the Thomsons with sugar trade.
- In summary, the expansion of England into other islands was supervised from Barbados, and Thomas Modyford was the main local leader for it. Cromwell supported Modyford and Thomson by procuring extensive military support from General Robert Venables as the army leader and General William Penn to control the naval forces. The main objective: expand English commercial and royal interests through new plantations, slave trade, indentured servants (taken from Ireland) and slave traders.
- Colonel Modyford was placed first in Barbados as the head of Prize Office, to end the Dutch dominance in slave trade, to end the Dutch financing to planters and to end the shipping of sugar from the Island to Europe by the Dutch.
- When Charles II was restored in power again, he continued with the Western Design, and he appointed Thomas Modyford as Governor of Jamaica as of 1664.

Why would Cromwell consent the English Stuart Planters of Barbados to be part of its core foreign affairs in the Caribbean?

The priority was Jamaica's conquest. And the former Stuart merchant-slave trade agents were used for that under the Cromwell administration.

The Western Design wanted a vertical integration of all the sugar-plantations activities under English agents. The goal was to do all to remove foreigners from English Colonial Trade to make sure that profits made it to England and English Merchants, under the Cromwell Protectorate, and later under the restored Stuart Royal crown.



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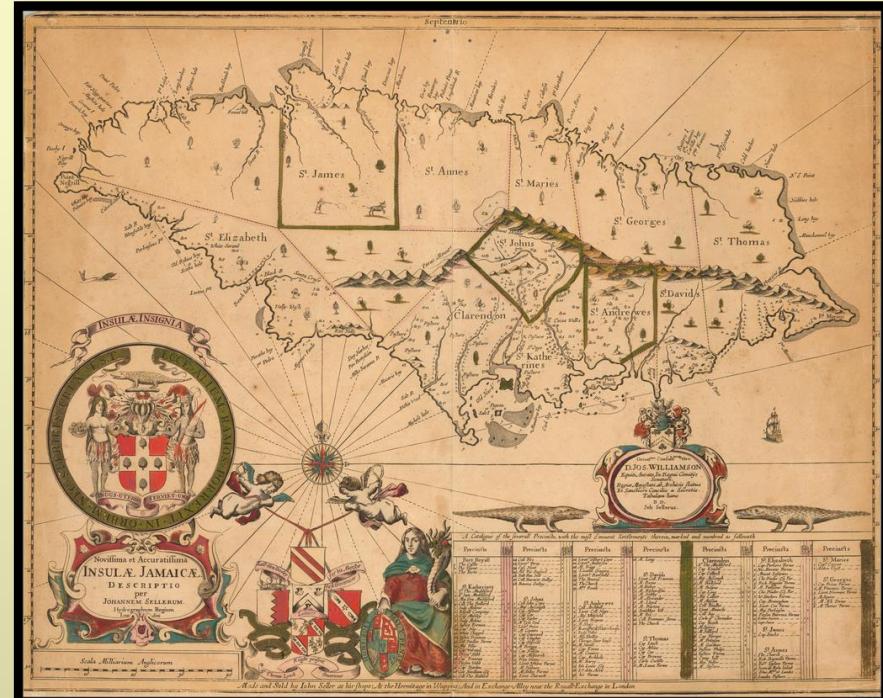
Understanding the monarchical strategy of Barbados-Jamaica

Sugar-Sugar. America Part V. Barbados and Jamaica.

The Conquest of Jamaica under the Protectorate of Cromwell

The Western Design Strategy continued under Royal trade companies.

Jamaica's design was to supply plantations from the start, but at the same time a preventive control against the Spanish while establishing colonies in North America..



- Jamaica was split in 12 prominent settlements plus 2 (unnamed) called precincts, with the landowners were named in the bottom of the map at your left (1671).
- These precincts or parishes names were St. James, St. Ann, St. Mary, St. George, St. Thomas, St. Elizabeth, Clarendon, St. Catherine, St. John, St. Andrew, St. Davis and Port Royal.
- Jamaica's size was 4,411 square miles, 26 times the size of Barbados; needed settlers. Initially, these new migrations were coming from other islands.
- According to historians, the purpose of seizing Jamaica to the Spaniards was utilized by planters involved heavily in sugar plantations and with strong connections to the government of Cromwell. The support of the English Navy (state military) wasn't an engine to expand the Puritan vision of the Western Design only, it was an intent of the planters (Noell, Modyford, Povey, O'Doyley, and others), to start the joint-stock West India Company, backed by the State.
- The Barbados Planters were experts in privateering. And they acted with the support of the Parliament and the respective Head of state.

Jamaica Island was taken by General Venables and General Penn in May 1655.

It was named St. Jago by Columbus, but after its English capture was named Jamaica, in honor to James, Duke of York (Brother of Charles II).

When Cromwell died, the growing importance of slavery in the Sugar Islands was already accepted by the Restoration Administration and Parliament of Charles II Stuart.

- As soon as Charles II Stuart-Bourbon was reestablished, from 1660s to the 1680s, Charles II added more possessions to England's North American holdings by restoring New York and New Jersey into England (taking these areas from the Dutch) as well as Pennsylvania and the Carolinas. Charles II enacted the mercantilist Navigation Acts.
- In the West Indies, Charles II, established the Company of Royal Adventurers Trading to Africa, which evolved to become the Royal African Company under his patronage. Charles gave the RAC Company a monopoly over all English trade on the west coast of Africa for 1,000 years. It was a slave-trade company.
- Slavery emerged then as key element of English Imperialism, and that is how the King and his brother Duke of York, later king James II prioritized the administration of the colonies under the King's exclusive domain.

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Understanding the monarchical strategy of Barbados-Jamaica

Sugar-Sugar. America Part V. Barbados and Jamaica.

How did Jamaica rise with the royal support of the Royal African Company?

There was direct support of the Royal Crown to trade in the Caribbean

Sugar and Slaves, in Jamaica, Barbados and the rest of the Caribbean, was a Royal business of the Stuart-Bourbon dynasty.



Most of the planters were in debt with the Merchants, who also were in debt with the financiers of the Royal Crown.

All the family of Charles II was involved in the Royal Adventurers Company. The closest Courtiers of the Stuart-Bourbon family were part of the second charter of the Company of Royal Adventurers Trading to Africa. Many of them were fellows of the Royal Society. All the knights and gentlemen were planters, slave traders, merchants. By observing the maps, you can detect the plantations and their owners.

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The Company of Royal Adventurers Trading to Africa, chartered in 1660/1663 to exploit West African gold and resources, collapsed due to debt and war with the Netherlands. It was reorganized and re-chartered in 1672 as the Royal African Company (RAC). The slave trade was the core business for these companies.

Look who were the complete 30 list of the Charter Royal Company Adventurers of England trading into Africa: IT was a business of the Royal family, its main closest courtiers, and the planters/slave traders-merchants who were involved in plantations in Barbados, Jamaica or the rest of the British Sugar Islands.

1. Charles II King of England
2. Katherine of Braganza, wife of Charles II, Queen of England
3. Henrietta Marie, Mother of Charles II Stuart
4. James Duke of York, brother of Charles II
5. Henrietta Maria Duchess of Orleans, Sister of King Charles II
6. Rupert Wittelsbach-Stuart Duke of Cumberland and Prince Pfalz-Simmern/Palatinate
7. George Villiers Duke of Buckingham, lover of King James I
8. Mary Villiers-Stuart Duchess of Richmond
9. Edward Earl of Manchester
10. Phillip Earl of Pembroke
11. Henry Jermyn Earl of St. Albans
12. John Earl of Bath
13. Edward Earl of Sandwich
14. Charles Earl of Carlisle
15. (presumably) John Maitland Earl of Lauderdale
16. George Lord Berkeley
17. William Lord Craven
18. (presumably) John Lord Lucas
19. Charles Lord Gerrard
20. William Lord Crofts
21. John Lord Berkley
22. Thomas Grey Esq
23. George Carteret Sir, Knight
24. Charles Sidney Sir, Knight
25. Ellis Leighton Sir, Knight
26. Edward Gregory Gentl.
27. Edward Turnor Sir, Knight
28. Anthony de Merces Esq
29. William Legge Esq
30. Richard Nicholls Esq
31. William Davison Sir, Knight
32. William Cutler
33. James Modyford Sir, Knight
34. Thomas Cullen Gentleman (Gentl.)
35. George Cock Gentl.
36. Charles Porter Gentl.
37. John Colliton Sir, Knight
38. John Buckworth Gentl.
39. John Robinson Sir, Knight
40. Nicholas Crispe Sir, Knight
41. Richard Ford Sir, Knight
42. William Rider Sir, Knight
43. John Bence
44. George Smith Sir, Knight
45. John Shaw Sir, Knight
46. Martin Noell Sir, Knight
47. Abraham Bigges Gentl.
48. Thomas Povey Esq
49. Edward Blackwell Esq
50. Matthew Wren Gentl.
51. Tobias Rustat Gentl.
52. Martin Noell Gentl. Junior
53. Henry Johnson Gentl.
54. James Congett Gentl.
55. John Ashburnham Gentl.
56. Edward Noell Esq
57. James Noell Esq
58. Francis Meynell Gentl.
59. John Cooper Gentl.
60. Andrew Rickard Sir
61. William Harbert Esq
62. John Jacob Sir
63. John Harrison Sir
64. John Wolstenholme Sir
65. William Wake Sir
66. Sylas Titus
67. Peter Proby

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From 1700-1900: The origin of Central America political-economy.

Understanding the production of sugar of Barbados-Jamaica



Sugar-Sugar. America Part V. Barbados and Jamaica.

Barbados and Jamaica Exports 17th century

Comparing Barbados and Jamaica

Sugar and Slaves, in Jamaica, Barbados and the rest of the Caribbean, was indirectly a Royal business of the Stuart-Bourbon dynasty.

- Let's compare the numbers between Jamaica and Barbados. Take a look at the year 1699. Jamaica's exports were much more diversified. The island was used for hides, some cotton, dyewoods, etc.
- However, the core business of Barbados shifted from

Jamaica

TABLE II

VOLUME OF COMMODITIES ENTERED IN THE NAVAL OFFICE SHIPPING LISTS AS CLEARING FROM JAMAICA: ANNUAL AVERAGES OF SELECTED YEARS, 1671-1700

	1671-1675	1675-1678	1678-1679	1682-1683	1689-1691	1698-1700
Sugar Products						
Sugar ^a	809	1,789	3,650	4,556	5,517	5,634
Molasses ^b	0	0	0	28,129	63,154	30,101
Rum ^b	0	0	0	8,165	24,605	20,456
Nonsugar Products						
Cocoa ^a	8	3	14	c	c	c
Cotton ^a	2	20	55	150	68	110
Dyewoods ^a	1,031	456	627	1,773	1,101	2,236
Ginger ^a	13	74	33	0	71	79
Hides (number)	3,232	4,111	3,180	19,244	1,023	192
Indigo	32	61	44	12	53	69
Lime Juice ^b	0	0	0	37,001	2,279	29,465
Pimento ^a	12	14	69	c	c	c

Volume in metric tons or liters.

^a Metric Tons

^b Liters

^c Physical quantities cannot be determined, but amounts are trivial.

Barbados

TABLE I

VOLUME OF COMMODITIES EXPORTED FROM BARBADOS: AVERAGES OF SELECTED YEARS, 1665-1701

	1665-1666	1688, 1690-1691	1699-1701
Sugar Products			
Muscovado Sugar ^a	11,529	7,386	8,551
Refined Sugar ^a	919	2	250
Molasses ^b	529,943	3,017,676	3,842,729
Rum ^b	567,827	1,446,787	2,256,960
Nonsugar Products			
Cotton ^a	749	78	127
Dyewoods ^a	3	0	0
Ginger ^a	136	347	261
Tobacco ^a	68	0	0
Lime Juice ^b	5,008	59,176	18,696

Volume in metric tons or liters.

^aMetric Tons

^bLiters

Sources: Barbados Customs Books (see note 6), and CO 33/13.

The RAC was founded with the explicit purpose of selling African Slaves to English Planters and Spanish Merchants to divert the trade away from the Dutch, who have established themselves in Curacao for that.

From 1677, the Royal African Company began to accept property as debt collateral in Jamaica. When small indebted planters couldn't pay for the credit used to pay for the slaves, the RAC exercised its right for the collateral.

TABLE 2.1

Leeward Island Planters' Debts to Dutch Merchants, 1654/5 (lbs)

	Sugar	Tobacco	Indigo	Ginger
St. Christopher	2,444	89,368	550	1,286
Nevis	39,064	27,516	0	0
Montserrat	1,741.5	43,278	0	0
Antigua	0	119,240	0	0
<i>Totals</i>	43,249.5	279,402	550	1,286

SOURCES: "Moutserrat and Antigua accountts, 1654 to 1656," Egerton MSS fol. 54-59, BL; and "Nevis and St. Christopher's Accounts," Egerton MSS 2395, fol. 69-77, BL.

- The Presence of the Dutch financial support to the English sugar plantations was worrying Cromwell by the 1650s. Cromwell was informed by the Barbados Planters.
- When Charles II Stuart was restored, there was a financial reason for the RAC: To stop the Dutch to continue offering loans or seize the properties of the indebted English planters. The RAC (Royal African Company) took the spotlight to keep the Dutch away from the British Sugar Islands.

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Understanding the consumption markets of Barbados-Jamaica



Sugar-Sugar. America Part V. Barbados and Jamaica.

Barbados and Jamaica destination of exports 17th century

The result of the direct support of the Royal Crown to trade in the Caribbean

What were the markets that received the products from Jamaica and Barbados?

Including slaves...

- Let's see where did all the exports of Jamaica and Barbados go?

TABLE V										
DESTINATION OF EXPORTS LEAVING JAMAICA AND BARBADOS, BY VALUE (IN THOUSANDS OF CURRENT POUNDS STERLING), FOR SELECTED YEARS, 1682-1701										
	Jamaica 1682-1683		Jamaica 1689-1691		Jamaica 1698-1700		Barbados 1688-1691		Barbados 1699-1701	
Destination	£	%	£	%	£	%	£	%	£	%
Americas										
Virginia/Maryland	0.4	0	0.3	0	1.0	1	19.6	11	39.5	9
New England	0.8	1	1.9	1	2.4	2	38.0	21	38.7	9
New York/Pennsylvania	0.1	0	1.2	1	3.4	2	10.6	6	16.2	4
Rest of Americas	0.1	0	0.2	0	0.0	0	8.8	5	9.2	2
Americas Total	1.4	2	3.6	3	6.8	4	77.0	43	103.5	23
England										
London	80.0	81	105.4	77	116.5	75	85.7	48	295.7	67
Bristol	13.1	13	25.6	19	28.1	18	9.0	5	16.5	4
Outports	3.7	4	2.6	2	4.0	3	6.3	4	16.1	4
England Total	96.4	99	134.1	97	148.6	96	101.0	57	328.4	75
Africa Total	0		0		0		0		11.0	3
All Destinations	98.2	100	137.7	100	155.4	100	178.0	100	443.0	100

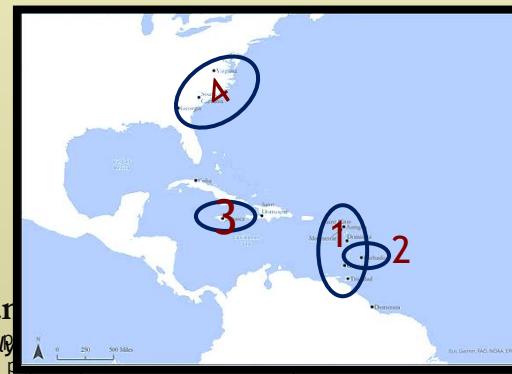
Source: Row 11 from Tables III and IV. All others derived from ratios calculated from CO 358, 1682-1701. In thousands of sterling pounds

Data from Eltis, David. "New Estimates of Exports from Barbados and Jamaica, 1685-1701." The William and Mary Quarterly, 52, no. 4 (1995): 631-48. <https://www.jstor.org/stable/2947041>

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scalar



The Company of Royal Adventurers Trading to Africa, chartered in 1660/1663 to exploit West African gold and resources, collapsed due to debt and war with the Netherlands. It was reorganized and re-chartered in 1672 as the Royal African Company (RAC). The slave trade was the core business for these companies.

- Let's concentrate our attention in the years 1690 and 1700.
- We would like you to see how Barbados was part of a system with the Americas, particularly with Virginia-Maryland (Chesapeake) and New England.
- On the other hand, Jamaica's exports trade was focused to England, particularly London (96% was going there), while Barbados was sending just 3/4 of its exports to England.

We also would like you to see the progression of exports (horizontal view).

- For the Case of Jamaica, from 1682 to 1690, the exports growth to England was increasing 40%. And from there to 1700, it only grew 11%. Sugar production was steady during the same period (around 5,000 metric tons).
- Barbados exports growth to the Americas, between 1689 to 1700, was 34%; but to England exports increased 149%. And this growth was coming from molasses and rum, not muscovado sugar. From this century we can infer that Barbados was shifting its portfolio of exports to rum. And Jamaica (with the rest of the Islands) was taking the sugar volume of Barbados.
- The more sugar production in any island, the more slaves were required, rising the credit for obtaining them from the slave-traders or merchants, and adding more slaves to each of these territories.

The main markets for slaves were:

1. Barbados
2. Leeward Islands
3. Jamaica
4. North American Colonies

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Understanding the slaves transported to Jamaica

Sugar-Sugar. America Part V. Barbados and Jamaica.

Landing into Jamaica foundations: slaves

The footing of Jamaica's rise depended on the African Slaves

The slaves used for Jamaica economic development

- Let's see the origins of the African Slaves who were taken from Africa to Jamaica

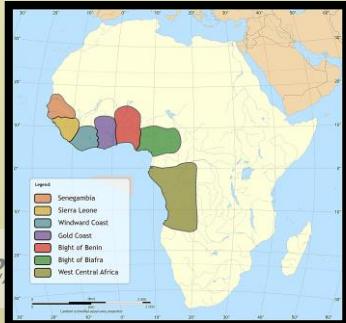
Table 4.4 Ethnic Origins of African Migrants to Jamaica by Percentage over Time								
Region	Total	1655-75	1676-1700	1701-25	1726-50	1751-75	1776-1800	1801-8
Bight of Biafra	35.1	62.1	15.5	1.6	33.9	31.7	43.8	51.2
Gold Coast	26.8	8.5	11.3	44.8	26.7	31.1	24.3	20.4
Angola Region	15.9	11.0	28.8	10.5	23.9	9.2	17.6	18.9
Bight of Benin	12.2	18.5	36.7	34.7	9.3	11.2	6.5	4.8
Windward Coast	4.6	0	0	1.2	1.4	10.7	2.9	2.2
Sierra Leone	3.3	0	1.3	0.6	1.2	4.3	4.0	2.1
Senegambia	2.0	0	6.0	5.4	3.1	1.9	0.9	0.4
Southeast Africa	0.1	0	0.4	0.7	0	0	0	0

Source: David Eltis, "The Volume and Structure of the Transatlantic Slave Trade: A Reassessment," *WMQ*, 3d ser., 60 (2001): 17-46; TSTD. Note: Includes only slave voyages for which port of embarkation is known.

In percentage over time

All the information of these slides is supported and inferred from the bibliography page 18-19.

Burnard, Trevor. *Planters, Merchants and Slaves*. University of Chicago Press. Page 171



The British vessels were heavily involved in slave trading.

The RAC got fully involved in slave trade, to the point that plantations were not the core business, but the slaves.

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The RAC took control of the slave trade from Africa to Britain Atlantic. All the factors, local governors, merchants, and planters of Britain Atlantic were vassals to the king of England. With James II Stuart Bourbon, we believe that privateers were also vassals to him. Example: Henry Morgan.

#	Port	1514-1699		Captives Embarked	1700-1808		Port	#
		Region	Port		Region	Port		
1	Whydah ^f	Bight of Benin	Whydah ^f	40,480	361,541	Bight of Biafra	Bonny	1
2	Old Calabar	Bight of Biafra	Old Calabar	25,286	171,152	Bight of Biafra	Old Calabar	2
3	Ardra ^a	Bight of Benin	Ardra ^a	19,907	131,977	Gold Coast	Anomabu ^a	3
4	Gambia ^f	Senegambia	Gambia ^f	13,512	93,997	Senegambia	Gambia ^f	4
5	New Calabar	Bight of Biafra	New Calabar	13,116	92,119	Gold Coast	Cape Coast Castle ^f	5
6	Madagascar	Southeast Africa	Madagascar	7,958	82,376	Bight of Benin	Whydah ^f	6
7	Cape Coast Castle ^f	Gold Coast	Cape Coast Castle ^f	7,221	80,235	Sierra Leone	Sierra Leone ^f	7
8	Kormantown ^f	Gold Coast	Kormantown ^f	2,975	65,776	Bight of Biafra	New Calabar	8
9	Cabinda	West-Central Africa	Cabinda	2,648	34,167	West-Central Africa	Congo River	9
10	Sierra Leone ^f	Sierra Leone	Sierra Leone ^f	1,927	33,555	Windward Coast	Cape Mount	10
Subtotal at top ten ports				135,030	1,148,895	Subtotal at top ten ports		
Subtotal at remaining 19 ports				9,956	362,593	Subtotal at remaining 82 ports		
% share of top ten ports				93.1	76.0	% share of top ten ports		
Unknown ^b				132,709	1,288,386			
Estimated ^c				127,412	56,121			
Total				405,107	2,853,995			

Radburn, N. *Traders in Men*. Yale University Press. 2023. Page 21

Table 8-3. Estimated Slave Arrivals in the Americas on English Ships, 1662-1713

	Barbados	Jamaica	Leewards	Virginia Maryland	Other Regions	Total Arrived
1662-70	30,318	11,031	2,801	0	412	44,562
1671-80	21,400	20,323	9,566	3,082	318	54,689
1681-90	39,101	27,730	14,146	3,450	288	84,715
1691-00	29,394	35,945	5,304	3,391	2,104	76,138
1701-07	25,629	30,808	10,414	8,515	1,423	76,789
1708-13	10,167	34,711	7,048	5,273	2,110	59,309
1662-1713	156,009	160,548	49,279	23,711	6,655	396,202

Eltis, *The Rise of African Slavery in the Americas*. Cambridge University Press, 2000
Source: Calculated from Eltis, "The British Transatlantic Slave Trade Before 1714," 196-200.

- The big picture: look at the period between 1514 to 1699. Radburn estimates that around 405,107 slaves were embarked to the British Atlantic.
- Eltis estimates that between 1662 to 1713, 396,202 slaves arrived to Britain Atlantic on English Ships.
- This only confirms that slave trading by Britain raised with the royal order of Charles II Stuart-Bourbon, and it was a Royal priority. 95% of the slaves were acquired and sold in Britain Atlantic in 50 years.
- Again: the engine for any plantation was the slaves.

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Understanding the importance of the slaves in Jamaica



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Landing into Jamaica foundations: slaves

The footing of Jamaica's rise depended on the African Slaves

The slaves used for Jamaica economic development

- Let's see the progression of slaves' population in Jamaica and the inequality.

Table 4.3 Population in Jamaica, 1662–1834

Year	Total Population	Slaves	Whites	Free Colored
1662	4,207	554	3,653	NA
1673	15,536	7,768	7,768	NA
1693	48,000	40,635	7,365	NA
1730	83,765	74,525	8,230	1,010
752	120,000	106,592	10,000	3,408
1774	209,617	192,787	12,737	4,093
1788	254,184	228,232	18,347	7,605
1834	369,670	311,070	16,600	42,000

Burnard, Trevor. *Planters, Merchants and Slaves*. University of Chicago Press.

Table 2. White and Slave Population of Jamaica, 1730–1787

Year	White	Slave	Year	White	Slave
1730	7,658	74,525	1754	12,000	130,000
1734	7,644	86,546	1762	15,000	146,464
1739	10,080	99,239	1768	17,949	166,914
1746	10,000	112,428	1778	18,420	205,261
			1787	25,000	210,894

George W. Roberts, *The Population of Jamaica* (Cambridge, 1957), pp. 33–6.

Sheridan. "The Wealth of Jamaica in the 18th century".

Land in Jamaica only increased its value if it held slaves. The category of wealth in British Plantations was the number of slaves that a landlord could keep and maintain for his plantations. The more slaves a landlord had, the wealthy he was.

Table 3. Frequency Distribution on Landholders in Jamaica, 1670 and 1754

Acres	Landholders in 1670	Landholders in 1754
0–99	384	263
100–499	238	566
500–999	55	303
1,000–1,999	34	253
2,000–4,999	11	153
5,000–9,999	2	52
10,000–22,999	0	9
Total	724	1,599

Sources. Cal. S.P. Col. 1669–74, pp. 99–103: Gov. Sir Thomas Modyford to Sec. Lord Arlington, inclosing a Survey of the Island of Jamaica, 23 Sept. 1670; Public Record Office, London, C.O. 142/31: 'A List of Landholders in the Island of Jamaica together with the number of Acres each Person Possesses, taken from the Quit Rent Books in the Year 1754'. Received with Gov. Knowles Letter dated 31 Dec. 1754.

Sheridan, R. B. "The Wealth of Jamaica in the Eighteenth Century." *The Economic History Review* 18, no. 2 (1965): 292–311. <https://www.jstor.org/stable/2592096>

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Understanding the productivity of the slaves in Jamaica

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Jamaica: Productivity gains based on slaves

Let's move to the 18th century: Productivity yields based on slaves.

The slaves as a measure of wealth in Jamaica.

Year	(1)	(2)	(3)	(4)	Efficiency of the old slave relative to the New Slave			Productivity ratios in terms of price of sugar (%)			(8)	(9)	(10)
					Average Price of New African Slave in the Caribbean ² (£Stg.)	(2)/(3) (%)	Average Price of Sugar, London, Shillings/Hundredweight ² (£Stg.)	(2)/(5) (%)	(3)/(5) (%)				
					No. of Slaveholders ¹	Average Price of Slave in Inventories ² (£Stg.)							
Year	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)			
1674	11	13.41	19.86	67.5	23.50	57.1	84.5	103.06	30	7			
1675-79	128	14.81	19.35	76.5	21.78	68.0	88.8	202.89	46	14			
1680-84	64	13.63	16.72	81.5	20.38	70.9	82.0	254.97	46	19			
1685-89	176	13.62	18.44	73.9	21.52	63.3	85.7	213.62	41	16			
1690-94	171	14.99	20.19	74.2	35.26	42.5	57.3	217.69	48	15			
1695-99	6	16.61	23.33	71.1	39.38	42.2	59.2	227.07	45	16			
1700-1704	165	17.97	23.51	76.4	43.28	41.5	54.3	392.96	48	25			
1705-9	39	16.62	25.06	66.3	33.40	49.8	75.0	431.78	51	26			
1710-14	270	15.74	23.00	68.4	55.15	28.5	41.7	355.85	59	24			
1715-19	291	17.69	18.39	96.2	32.33	54.7	56.9	485.95	52	27			
1720-24	343	18.67	24.99	74.7	25.50	73.2	98.0	582.34	52	31			
1725-29	327	19.41	30.55	63.5	26.00	74.7	117.5	597.50	50	30			
1730-34	343	19.60	22.82	85.9	19.75	99.2	115.5	830.32	45	41			
1735-39	319	18.95	28.25	67.1	22.10	85.7	127.8	995.12	53	50			
1740-44	513	21.94	28.46	77.1	29.88	73.4	95.2	694.02	49	33			
1745-49	617	27.82	26.19	106.2	35.00	79.5	74.8	868.10	49	33			
1750-54	413	25.60	30.90	82.8	33.14	77.2	93.2	951.74	48	38			
1755-59	588	29.22	30.93	94.5	39.08	74.8	79.1	1,046.36	52	36			
1760-64	591	33.83	32.23	105.0	36.00	94.0	89.5	1,099.35	55	33			
1765-69	668	34.89	39.22	89.0	36.84	94.7	106.5	1,205.74	52	36			
1770-74	491	38.90	43.01	90.4	36.18	107.5	118.9	1,813.69	58	46			
1775-79	629	43.10	43.07	100.0	45.36	95.0	95.0	1,484.10	57	35			
1780-84	577	45.10	44.44	101.5	49.10	91.9	90.5	1,502.21	55	33			

There was a positive correlation between slave productivity rates, hogsheads of sugar produced (and exported), the number of slaves and wealth of the planter.



Burnard has published an analysis of Eltis, Lewis and Richardson who have found that the increase in productivity gains of Jamaica's plantations between 1674 to 1784 (100 years) was human capital improvements of the slaves.

- Let's explain the table at your left:
- Column 1: shows the number of slaveholders in Jamaican inventories for a time span (period of years).
- Column 2: Is the average price of each slave inventoried at the plantations of the slaveholders (current slaves laboring in the cane fields).
- Column 3: Average price of the New African slave arriving to the Caribbean from Western-Africa ports.
- Column 4: Percentage of price old inventoried slave/price new slave. Dividing column (2)/(3). It measures the degree of productivity of the old slave in comparison to the new one.
- Column 5: Price of the sugar in London. Shillings/hundredweight cwt
- Column 6: Indicator % old slave price/sugar price: Price of old slave divided by Price of the sugar shillings per cwt
- Column 7: Indicator % new slave price/sugar price: Price of new slave divided by Price of the sugar in shillings per cwt
- Column 8: Average value of slave property is calculated by multiplying the Average number of slaves owned (column 10) x average value of slave (old and new affected by productivity ratios).
- Column 9: Percentage of wealth made up of slaves
- Column 10: Number of slaves owned by Jamaican slave-planters on average.

The value of the slaves increased over time. The productivity of the slaves doubled between 1700 to 1790. And, the value of the slaves in Jamaica in total in sterling pounds, below per year:

Year	1722	1761	1778
	£1,757,460	£5,819,857	£10,567,783

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Understanding the cost structure of a plantation 1690-Jamaica



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Understanding the variables of the cost structure of one plantation of Jamaica (1690)

Illustrating how a planter calculated its costs of raising a plantation

Costs of raising a plantation of 100 acres in Jamaica, 1690

Table A

CAPITAL CAPEX + interests 8%	Amount	Cost per item	Cost in £	Cost Shillings (s)
Slaves	50	£16 12s	£ 830	
White Servants x 4 years of service	7	£ 12	£ 84	
Horses	5	£5	£ 25	
Bullocks	8	£ 2 4s	£ 17	12 s
Land (it was granted)	--	---	--	--
Land Clearance see table 2.			£ 988	19 s
Still, mills, coppers, clothes, tools, provisions			£1000	
Interest at 8% on capital investment for 3 years			£ 674	19 s
TOTAL			£3,620	10 s

Using the variables of Table A and B, Nuala Zahedieh, explains the cost structure of the plantations of Jamaica (1690).

Source: Shepherd, V. and Mc D. Beckles, H. Caribbean Slavery in the Atlantic World. A student reader. IRP Kingston 2000.

Table B

Item Annual Charges OPEX	Cost in £	Cost Shillings
Wages x 3 artisans 30 shillings/month	£54	
Wear and tear on tools	£60	
Clothes and provisions	£120	
Replacements at 10% of <ul style="list-style-type: none"> • Slaves • Servants • Livestock 	£83 £ 8 £ 4	8 s 5 s
TOTAL	£329	13 s

When it comes to prices and costs, it is important to consider the economies of scale. A little plantation of 100 acres was more expensive than a big one of 1000 acres or more. Additionally, the financial expenses varied, if the merchants or London Bankers offered the loans for CAPEX.



- Slaves represented the 23% of the CAPEX, for one plantation of 100 acres.
- However, only 80% of the property was used for cane fields, and its production per year was harvested according to the time of the planting. That implied for this specific example a 50% of the land was harvested (only 40 acres per year).
- Slaves per acre harvested could be calculated: 50 slaves/40 acres harvested per year = 1.2 slaves/acre
- The annual production of this farm (muscovado sugar) was 80 hogsheads of 1,000 lbs each = 80,000 lbs = 714 cwt. (UK 1 CWT: 112 lbs)
- In 1690, the price of muscovado sugar per cwt was 32 shillings 6 pence, or 1.625 £st. (London price).
- Annual revenues= 714 cwt x £1.625 = £1,160.25/ year.

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Understanding the prices of sugar in London

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Understanding the prices of sugar in London

The prices of sugar were fluctuating

The prices of sugar were not static. These fluctuated according to supply-demand, competition, inflation and the geopolitical conflicts in the Caribbean.

V			Annual average price of muscovado sugar in London, 1674-1775			Year			Price per cwt		Year			Price per cwt			
Year	Price per cwt	Year	Price per cwt	Year	Price per cwt	Year	Price per cwt	Year	s	d	Year	Price per cwt	Year	Price per cwt			
1674	23	6	1702	42	9	1731	19	8½	1754	35	8½	1734	25	8½	1756	34	3½
1675	20	6	1703	45	3	1732	17	10	1755	35	8½	1735	18	9½	1757	37	1
1676	23	0	1704	41	6	1733	16	11½	1758	42	5½	1736	19	5½	1759	45	9
1677	20	9	1705	27	3	1737	24	9	1760	39	7½	1740	32	0½	1762	40	8
1678	23	3	1706	29	6	1738	21	7½	1761	36	4	1741	30	5	1764	30	9
1679	21	3	1707	32	9	1739	25	8½	1765	38	1	1742	29	1	1766	32	6
1680	22	3	1708	33	3	1743	27	3½	1767	35	11	1744	30	7	1768	34	8
1681	21	6	1709	45	0	1745	39	11	1769	37	2½	1746	39	5	1770	36	0
1682	17	3	1710	n.d.		1747	42	9½	1771	36	10½	1748	31	7½	1772	36	0
1683	21	9	1711	n.d.		1749	28	11½	1773	36	6	1750	27	9½	1774	35	7
1684	19	0	1712	n.d.		1751	30	6	1775	34	0	1752	38	7½	1776	36	6
1685	20	3	1713	30	3	1753	33	0	1777	34	0						
1686	16	9	1714	35	4												
1687	18	0	1715	34	9												
1688	25	0	1716	32	0												
1689	27	6	1717	n.d.													
1690	32	6	1718	n.d.													
1691	34	6	1719	n.d.													
1692	29	3	1720	n.d.													
1693	37	0	1721	22	0												
1694	43	0	1722	23	0												
1695	52	0	1723	25	0												
1696	54	9	1724	28	4												
1697	31	0	1725	21	6												
1698	25	3	1726	26	4												
1699	34	9	1727	n.d.													
1700	38	9	1728	24	10½												
1701	48	0	1729	24	5½												
			1730	21	8½												

Source: From 1674 to 1726, Prices of Barbados sugar from The Invoice Books Household of the Royal African Company, P.R.O., London: Treasury 70/66-96. See K. G. Davies, *The Royal African Company* (London, 1957), pp. 365-6. From 1728 to 1758, 'An Account of the Several Prices His Majesty's Muscovado Sugar from Barbados and the Leeward Islands Sold for at Each Sale, on an average in every year at the Custom House London from Christmas 1727 to Christmas 1758'. P.R.O., London: Treas. 64/2768 (387). From 1769 to 1775, Brian Edwards, *The History, Civil and Commercial, of the British Colonies in the West Indies* (London, 1793), vol. 2, p. 267; British Museum Add. MSS 1813c, ff. 224-6; 'The Average Price of Antigua Sugars at the British Market since 1769, taken from the Books of a mercantile House in London', *British Sessional Papers, House of Commons, Accounts and Papers*, vol. XXXVI, 1789, No. 646a, part 5. Antigua.

Every time there was a war in which Britain was involved, the prices of sugar went up (the supply of sugar diminished, and the price augmented).

Dates	War	Concluding Treaty
1652-1654	First Anglo-Dutch War	-
1665-1667	Second Anglo-Dutch War	Treaty of Breda 1667
1672-1674-8	Third Anglo-Dutch War	Treaty of Westminster 1674
1688-1697	War of the Grand Alliance	Treaty of Ryswyck 1697
1702-1713	War of the Spanish Succession	Treaty of Utrecht 1713
1739-1748	War of Jenkins' Ear; War of the Austrian Succession	Treaty of Aix-la-Chapelle 1748
1756-1763	Seven Years' War	Treaty of Paris 1763
1776-1783	War of American Independence AND associated Caribbean action	Treaty of Versailles 1783
1791-1804	Revolution of St Domingue/Haiti	-
1793-1815	French Revolution and Napoleonic Wars	Treaty of Amiens 1802 Treaty of Paris 1814 Congress of Vienna 1815

Major Wars and Treaties affecting the development of trade in the West Indies. Source. <https://www.barpublishing.com/book/the-garden-of-the-world-an-historical-archaeology-of-sugar-landscapes-in-the-eastern-caribbean>

Eleonora Escalante Strategy
102 of the Art Corporate Strategy
Sheridan, R. Sugar and slavery; an economic history of the British West Indies, 1623-1775. John Hopkins University Press, 1974.
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Were the English Planters and Slave Traders incipient capitalists or medieval feudal lords of the Royal English Crown?
The answer is extremely interesting.

If they were operational for the Royal family, they were medieval feudal lords with some intermediation economic power, at least until the last part of the 18th century.

- The planters of Jamaica sold their hogsheads of sugar to the merchants, the slave traders who shipped it to London or to North America. The price of sugar in Jamaica per hogshead was less than the price of sugar in London. The merchant traders gained by intermediation of sugar.
- The same applied to the slaves. The price of slaves expected to be paid to the RAC or other slave-traders was lower in the Western Coast of Africa. There was an intermediation profit when the slaves were sold in the Sugar Islands, sometimes at 4x or 5x ratio.
- Commercial intermediation and commissions: the slave traders at the service of the royals and courtiers.

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Understanding the importance of learning about this situation.



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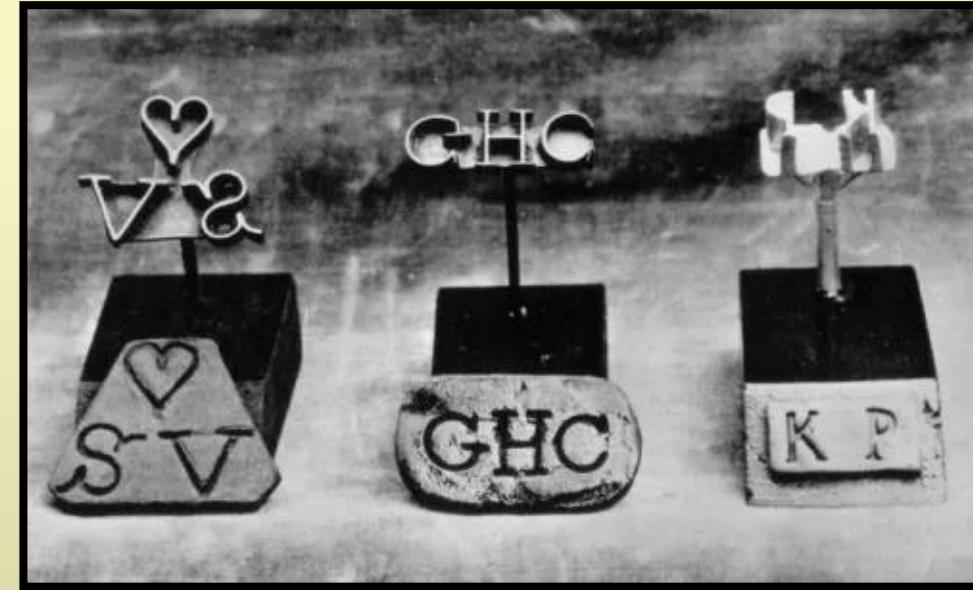
Understanding Britain Atlantic is imperative in economics and strategic affairs

The past has not gone, if we continue using modern slavery.

Our intention with this saga is to comprehend why our strategic frameworks have thrown us into troubles.

- All our frameworks of analysis taught in business schools are based on historical evidence of businesses that flourished during the last 500 years.
- All the empires colonizing the New World, India and Asia utilized slavery or indentured servants in the foundation of their wealth. Some of them, as Portugal and Britain were explicitly cruel and unjustly sophisticated in the trading of slaves than others, but it is important to acknowledge it, otherwise, the new generations will continue using the same frameworks that have put us into our current troubles with the digital technologies.
- We are clearly in our route to digital begging. Thousands of middle-class professionals and artisans can't make a living anymore for their families. In every single economic sector, not just the liberal arts, but in education, technical jobs, etc.
- The Artificial Intelligence has started to displace thousands of Middle-Class jobs and will continue replacing them. Moreover, AI used in education is ruining the brains of the youngers too. Modern Slavery is already with us.
- It is important to recognize where and when (in theoretical philosophy and historical facts) are the causes of our current troubles. Otherwise, history will repeat again, under worst circumstances than the violent crisis of our past.
- Communist and Capitalist systems, both are based in those mistakes.

6/2/2026



Irons for slaves, not cattle. Irons for marking the Flesh of Slaves, 19th century
<https://www.bridgemanimages.com/fr/bloncourt-gerald/irons-for-marking-the-flesh-of-slaves-19th-century-b-w-photo/photograph/asset/1763872>

Next week, we will continue with the French sugar plantations of the Caribbean.

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State of the Art Corporate Strategy
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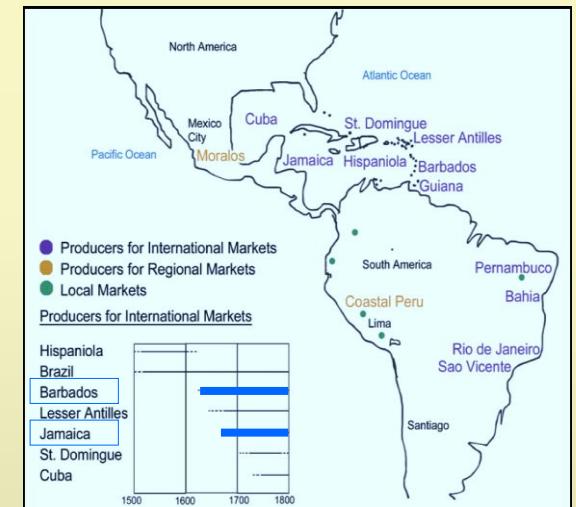


Sugar-Sugar. America Part V

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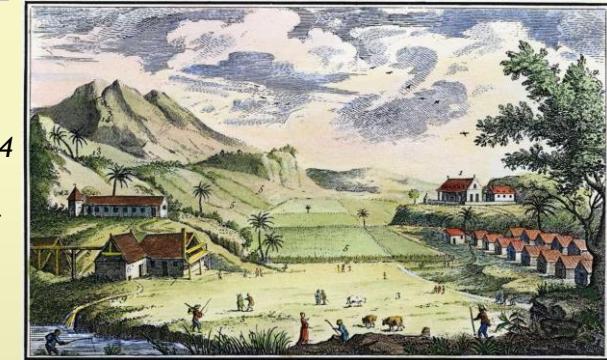


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Sugar sugar in Central America 18th-19th centuries
Photo: Galería Guatecaña.

Thank you
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