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Value Creation Strategies for Chiang Mai Startup Entrepreneurs in the Neoliberal Market Economy

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Abstract

This study looked at how new business owners evolved in the context of the neoliberal economy. Every state's economy depends on small business owners who are native-born in order to grow and prosper. This study focuses on Chiang Mai startup business owners who require funds to address issues brought on by the city's startup entrepreneurs' economic activity.

Keywords: *Startup Entrepreneur, Neoliberalism, Social Innovation*

INTRODUCTION

This study examines the creation of entrepreneurs in Chiang Mai under the neoliberal market economy through a valuable production process of negotiating with diverse actors to transform themselves from workers into startups. It will concentrate on recently formed small-to medium-sized business owners. In order to scale businesses sustainably, it aims to create social and economic capital. Many people in Chiang Mai are attempting to be successful as startups in a range of enterprises due to the recent dominance of state and market discourses. Most, though, continue to live in precarious situations with unpredictable economic conditions. Chiang Mai's newest wave of businesses is finding it difficult to foster innovation, creativity, and internet networking. Few are able to establish connections with banks and other supportive institutions like colleges. Interestingly, some can create online networks as incubators to request knowledge and financial assistance. However, even with all the important characteristics associated with a startup, such as innovation, networking, entrepreneurship, and technology, sustainable results cannot be guaranteed. To better understand day-to-day business practices and struggle through negotiations with market forces. This study focuses on startups in Chiang Mai as actors. It draws on ideas from Pierre (1977) 's practice theory, Callon (1997) 's application of Latour (1987)'s actor - network theory (ANT) to the study of markets and Ara Wilson (2004: 2012: 2012) 's concept of social proximity. This study attempts to present a socio-cultural perspective as a framework for analyzing case studies from field research through a conceptualization of the above theories and concepts. It extends beyond the neoliberal market economy's current dominance in the economic sphere. Rather, it centers on the challenges faced by Chiang Mai startups as they attempt to modify the power dynamics within the market by providing a social and cultural substitute for a certain economic viewpoint. The definition and significance of startup entrepreneurs, which will encompass a broad spectrum of actors, will be used as a case study in this research.

Statement of the Problem

A business model in its infancy is referred to as a startup. A product or service that they believe there is a market for is often launched by one or more entrepreneurs. Based on their digital know-how, startups can create and leverage technology. Normally, these businesses have substantial initial expenses and little income. because of this, they require financial assistance. An established organizational form for a repeatable and scalable business model is what STEVE BLANK (2010) characterizes as a startup. Startups differ from SMES, which are usually older businesses, in that they have three important startup definitions. A startup is defined as an enterprise that centers its operations around innovation and technology.

(National Economic and Social Development Council, 2017).

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The state has given companies additional funding since the Innovation Agenda was created in 2016. Additionally, the Thai government has worked with business to establish an innovation incubator program for new ventures. Innovations in higher education are showcased at national events like "STARTUP THAILAND." Additionally, SIPA (2016) supports national and regional startup competitions. The government has approved the investment made by the Thailand Tech Startup Association, which was founded in 2014 and provides legal tax compliance. Additionally, it aids in the promotion of new technology entrepreneurs by startup trade associations. The private sector took the lead in forming startups in Thailand prior to government intervention. The government has been getting more involved in startup development since 2016. By giving the Office of Small and Medium Enterprises Promotion (OSMEP, 2019) the task of developing a plan and strategy to support SMES in the near future through the creation of a project to foster the growth of new business owners, or startups. The major purpose is to attract target groups of persons interested in doing business. Companies or individuals that have already launched a firm ought to shut it down as quickly as feasible. It shouldn't take more than three years for those who have previously launched a firm. However, for those who haven't yet registered as a business or legal entity, entered the tax system, or become a community enterprise, they can begin the process of becoming more competitive with assistance from other pertinent organizations in the public and private sectors. Individual financial companies Significantly, OSMEP is the first organization designated by a state mission. It is crucial for the promotion of startups.

There are two categories of startups in Thailand: those chosen by the government and those that are not. Startups who are not chosen have the freedom to control their own growth and to cease expanding in particular service areas. Startups that don't meet the requirements might boost sales and grow their local clientele. Due to the restricted amount of clients, individuals who are not chosen will not be able to grow. Therefore, restricting participation in government support programs is one of the issues with growing companies. This is among the factors that contribute to the success of a tiny number of Thai companies with revenues over one million baht. (National Economic and Social Development Council, 2017) STARTUP CNX - NEW STARTUP CHIANG MAI is a Thai startup based in Chiang Mai that was founded through Facebook Group. It now has 491 members, which is only 1.8% of the Chiang Mai digital nomad alliance, which has around 27,037 members (STARTUP, Home Hao, 2018). Many well-known members of the STARTUP-CNX group, who once worked as general laborers but are now in the digital industry, are entrepreneurs running start-up enterprises in Chiang Mai. Including extending the work base into additional provinces. In addition, the majority of Thai entrepreneurs in Chiang Mai run their operations informally, despite the fact that the majority of foreign startups have their headquarters there. Additionally, they operate alone and don't collaborate with outside parties. Certain STARTUP-CNX organizations are able to broaden their service area to include additional provinces, though. Chiang Mai is home to a small number of well-known startups, despite this. In addition, they help one another out by, for example, lending staff to a company when needed.

(Chiang Mai Digital Nomads, 2018).

The target groups for this study include students, the general public, entrepreneurs who are not legal entities that have been in business for no more than 3 years, and participants in the NORTHERN INNOVATIVE STARTUP THAILAND (NIST) support project, This is an initiative to teach creative entrepreneurs in the northern region using technology. Although there is strong government support, the NIST project is a collaboration between the Ministry of Higher Education, Science, Research and Innovation National Innovation Agency Secretariat of the Science Park Business Promotion Committee (MOU), Northern Chamber of Commerce and Northern Science Park (NORTHERN INNOVATIVE STARTUP THAILAND, MPU), Science and Technology Park Chiang Mai University (STEP), etc. However, Chiang Mai's majority of startups are still in precarious situations. Financial risks are present in addition to market uncertainties. This is a result of the dominance of neoliberal market ideology, which still places an emphasis on economic concerns. Because they have no other options, a lot of individuals are fighting for the market's survival. While some Chiang Mai startups have established support networks for one another, many startups in the city struggle to sustain their commercial endeavors. Thus, the goal of this study is to investigate how and why certain Chiang Mai case studies can investigate social and cultural business practices and produce business strategies. An alternative to marketing logic's potency This results in the resolution of three research inquiries: What kinds of social or

economic value are startups able to produce? 2) How do new businesses generate societal or economic value? 3) Why do new businesses need to look for funding?

LITERATURE REVIEW

Practical approaches to negotiation strategies and the dynamics of social capital

Three theories of pragmatics are used in contemporary social science research: Antonio Gramsci, Pierre (1977), and De Certeau (1984). Antonio Gramsci's 1971 book "Selections from the Prison Notebooks" provides an overview of this idea. He presented his grasp of pragmatics via It is maintained that practice serves as the operational "terrain" of ideology, providing people in society with a sense of purpose as subjects and social agents. This is due to the significant influence that ideology has on both production and society's overall structure. In the framework of a power struggle, conflict can therefore arise. (Gramsci, 1971) According to Gramsci, the idea of hegemony—a particular type of ideological speech of the ruling class—can be used to explain ideological struggle. which rules over the social classes below it Stated differently, Gramsci's definition of power, which is predicated on coercion and agreement as two instances of power relations, incorporates the idea of hegemony. Hegemony is hence voluntary class dominance. and the gain of legitimacy over other subclasses during difficult times, when the subordinate class stops adhering to the dominant class's ideological discourse. And then there's a power struggle. According to Gramsci, practice is about fighting the definition of hegemony in order to gain power.(Gramsci, 1971).

On the other hand, De Certeau (1984) suggests a more optimistic method of comprehending consumer habits. as he thinks that everyone in society views people as passive consumers. can, via the development of specific "strategies," take the place of any iconic substance or object in contemporary consumer culture. An "action model" of life according to one's own operational logic with these work methods People can develop many practices by reorganizing space in conjunction with sociocultural production techniques (De Certeau, 1984). De Certeau considers practices to be strategies to manipulate certain spaces or areas of power relations. However, strategies are not the same as tactics. that is seen as the "art of the weak" results in tactics that have neither power nor space. Although consumers can use strategies across the other party's territory, but they did not have spatial superiority over strategy. Therefore, the strategy has certain advantages only in its mobility. During various practices Consumers can also develop multiple identity strategies and tactics to distort power and spatial relations (De Certeau, 1984).

In his book, Bourdieu presented the idea of practice, it is a "practice theory framework" with a greater emphasis on everyday social practice in terms of negotiations. Although he is interested in individuals, concentrating on their actions and feelings. However, it is important to consider the dialectic between structure and agency while interpreting practice. He further notes that his idea of practice is connected to three other ideas: habit, field, and capital. These ideas are associated with the tactics and battles of individuals seeking to alter their place in the arena of social conflict and competition. Relations of power In order to alter the power dynamics between players in the field, Bourdieu's definition of strategy focuses on the process of struggle and negotiation (Bourdieu, 1977). Bourdieu says that in order for actors to engage in struggle and negotiation, such players need some sort of capital, which he defines as power and resources. Though Bourdieu saw most kinds of capital as dynamic methods for shifting power relations, they are frequently confused with pre-existing forms. This is particularly valid in the creation and interpretation of value. Negotiations can thus be used to develop and transform all forms of capital into power relations strategies. single entities, like fledgling businesses For the type of capital they want to invest, they have to negotiate constantly.

(Bourdieu, 2001).

Coleman, on the other hand, defines social capital without taking power into consideration. Instead, it emphasizes social roles. According to this viewpoint, social capital refers to all facets of a social structure that are utilized by individual or collective agents to carry out certain tasks within the structure. As a result, social capital can be categorized into three categories: obligations, norms, and expectations. Colman and Bourdieu both highlight the immaterial aspect of social capital. In contrast to other forms of capital, it is ambiguous and non-specific. Yet, it is regarded as being in the public interest. Consequently, social capital is not the property

of the one agent who produced it. However, it also belongs to other individuals and groups. (Coleman, 1988). Coleman and Putnam both have several social capital traits in common. Putnam's theory of social capital, however, encompasses a variety of levels. From actors at the individual and collective levels to those in organizations, communities, and social interactions. Being involved in the community is more important for social capital. It has nothing to do with power dynamics. Thus, direct research on social capital is not possible. However, some indicators, such as the degree of involvement in volunteer organizations, can be used to achieve this (Putnam, 2000). After analyzing the definitions of social capital provided by the three authors previously mentioned, it is thought that Bourdieu's concept of social capital is more pertinent to comprehending strategic discussions aimed at altering power relations. Specifically, the following theoretical and conceptual perspective is greatly supported by the emphasis on the dynamic characteristics of social capital in the form of networks.

Actor Network Theory (ANT)

In the past, the majority of social science theories have fallen victim to the dichotomy trap, particularly between culture and environment, or the natural world and human society. Numerous attempts have been made to address this problem. The most well-known one was discovered recently in Latour's (1987) Actor Network Theory (ANT). He initially addressed this idea in his book, "Science in Action: How to Follow Scientists and Engineers Through Society," which combined discourses from the fields of politics, science, popular culture, and expertise. He maintained that conversations concerning natural facts and social issues are related. It is not seen as a distinct object that has to be examined by specialists. Instead, it is a hybrid phenomena that is the result of public exchanges between objects, people, and ideas. Based on this original viewpoint, Latour (1987) expands on his ANT as a theoretical and methodological framework for investigating the coexisting social and natural worlds inside dynamic networks of relationships. The processes, ideas, and things that are pertinent are what propel the creation of the social condition. Consequently, the network's interactions are not influenced by any outside social influences. Including the capacity for action in non-human entities. Latour defines the non-human as a broad category of beings. From things, objects, creatures, and natural phenomena to commercial items, messages, and material structures (Latour, 1987). Because all entities—human and non-human—are produced inside a network of relationships, the idea of a network bears resemblance to what Deleuze and Guattari refer to as assemblage (1987). An actor is something that is done while they are acting; here is where action begins. Latour appears to concur with that assessment, as evidenced by the use of a very related term in the title of his most recent book, "The Origin of Action." "Reassembling the Social: An Introduction to Actor-Network-Theory"

(Latour, 2005; 1987).

Latour's ANT (Actor Network Theory) classified economic objects or commodities as non-human entities, despite his concentration on natural phenomena, science, language, and other social phenomena. Callon (1997) viewed Latour's proposal as a chance to use ANT (Actor Network Theory) in market research to avoid falling victim to a fixed network model. He maintained that relationships are not prefabricated in marketplaces. Instead, it should be seen as the result of discussions between players with a focus on how economic markets operate. (Callon, 1999). In another words, Callon attempts to evaluate actor-network theory by including ideas from Latour's theory. Theoretical framework for market dynamics It is viewed as an agent-coordinated technique to maximize value economically. Actors are described as including both nonhumans (commodities) and humans (producers, sellers, and consumers) in Callon's operationalization of ANT (Actor Network Theory), with an emphasis on their capacities. According to Callon, market operations entail competing trades and financial computations made by agents during what he refers to as a "process of configuration." (Callon, 1999). Callon used his concept of technological and economic networks (TENs) as the bridge between "society" and "economy," defining "economy" as the flow of intermediaries like money, contracts, etc., and the sociological concept of actors through their relationships to analyze markets and economics from a sociological perspective. Callon proposes that by concentrating on actors who are aware of themselves, the viewpoints of sociologists and economists might be integrated. in exchanges as mediated in the media that they use to spread themselves. (Callon, 1992).

Based on the conversation above It's obvious that Callon is trying to refute the idea of self-regulating markets propagated by neoliberalism. Callon disputes Polanyi's assertion that the economy is entrenched in institutions that leave the system, but he nonetheless uses Polanyi's concept of embeddedness (Polanyi, 2001) to bolster his position. Rather, in order to address economic issues under highly unpredictable circumstances, he modified Granovetter's theories. According to Granovetter, social networks' integration of the economy is the only way to find a solution. Not a current network Instead, it is produced by dynamic interactions between agents who have different goals, identities, and interests (Callon, 1998; Granovetter, 1985). According to Callon, commodities are created inside the flow of social networks, where products and services are exchanged. that is worth trading It is evident that Appadurai's (1986; 1996) theories regarding the social life of everything have an impact on this argument. Because he implies that the history of commodification is influenced by culture. Furthermore, interpretation is subject to one's own preferences. Nothing can function as a commodity on its own. Rather, they unite via value-generating economic trade. As a result, the commodities that are traded represent value.

Raymond's thoughts show scholarly interest in the concept of sensation quite early on. In numerous of his later works, William built on his discussion of the structure of sensation from the late 1950s. Williams (1997) contends, however, that in the context of change This emotional framework may act as a catalyst for the formation of new social bonds (William, 1977). The social sciences have recently become more serious in their consideration of the idea of feeling. This is particularly true given the growing emphasis on the study of intimacy, as demonstrated by the research of anthropological Herzfeld (2018) and sociologist Giddens (1992). One of the first to make the case that, in the late modern era, sexuality—once the most private matter—has become more visible in public life was Giddens (1992). Additionally, he makes the argument that trust, not duty, is the foundation of late modern partnerships. (Giddens, 1992).

This is so because goods' cultural content is influenced by their vicinity. Therefore, using Maurizio Lazzarato's concept, it can be classified as immaterial labor. When it comes to immaterial work, Lazzarato (1996) initially described it as "labor that produces the informational and cultural content of commodities." He goes on to say that immaterial labor contributes to By providing 'concrete forms and needs, imaginations, consumer tastes, etc., and these products become effective,' it 'promotes constant innovation in forms and conditions of communication'. originator of taste, appearance, and desire. Products made with immaterial labor extend, change, and construct the consumer's cultural environment or "social relations" instead of being destroyed during consumption. This allows the product to act as "an interface that negotiates the relationship between Production and Consumption." According to Lazzarato (1996), immaterial labor may be viewed as a social process of creation because it immediately forms itself into aggregates as it enters networks and flows. These types of work have grown in value in post-industrial economies during the past few decades. Relational labor, which has been dubbed "interactive intimacy" by scholars who argue that women use social media more than men, appears to be emerging in the context of online entrepreneurship in a more segregated way. However, some women entrepreneurs may find relational labor to be an additional burden if they feel that "interactive intimacy" is an additional burden compared to men. Businesses must balance friendliness and professionalism in their contacts with others because the latter can be harmful to the former. This is to make sure that their efforts to sustain relationships online don't compromise the legitimacy of their company. and, like today's independent workers, can likewise produce economic gains (Duffy and Pruchniewska, 2017). Their online activities are frequently organized by what Baym refers to as "relational labor," which is the growing practice of building connections with audiences on social media. Negotiating social and economic motivations is necessary for this kind of activity (Baym, 2015). In conclusion, closeness is more than just a type of relational, immaterial labor. But according to Hardt and Negri (2001), it's also seen as emotional work. As a result, establishing and preserving intimate personal ties necessitates utilizing social networks, particularly online communication.

RESEARCH DESIGN AND METHODS

Research Site Selection

Startup entrepreneur that researches Chiang Mai to explore entrepreneurial research issues and begin reorienting Chiang Mai to embrace the state as a leader of the creative economy and research of innovative industries. Technology, Arts, Culture and Business (Kengkit, 2015) Characteristics of Thailand's top cities for start-ups and homes for pioneering technology and components in the trend of startups continuing for centuries to attract Events include artisans and collaborators from the region and abroad during the cultural and green continuum upon inspection of Bangkok. In addition, the NIA (National Innovation Agency) will provide an "angel seeding" grant of 47,000 to enable start-up companies. The scholarships are also offered to students enrolled in more than 800 universities and technical institutes around the nation that are part of the ongoing program. Students with ideas You can get case studies from a variety of industries for startups in significant IT fields. Every significant group of entrepreneurs in Chiang Mai carries out research in Mueang District and other regions.

Explore the place before starting up. and explore and study the news and information to study the discourse in order to begin to upload information that is useful in field surveys with such information... Field study where the leader observes observational and non-observational observations in the Chiang Mai area where entrepreneurs start up, adjust entrepreneurial groups and start-up organizations, surveys. General means workshop, seminar about an activity or work place. A center for important researchers from various groups Currently following the starter in both feed and control directions controls the direction of the starter column... CNX, the Office of Small and Direct Enterprise Promotion, as usual, and Northern Innovative Startup Thailand (NIST) present key players in the news discussing operational difficulties with research and exploring... Groups of entrepreneurs and organizations And the state is going after startups, groups and organizations. Solving the business with various tools It also creates startup representatives as executive standpoints. For the most part, everyone is concerned with researching startups, but most spend time working on the same basic goals. All organizations are given free reign to review startup representatives at each level.

My lead presenters usually use both the focus and components from each group targeting the campaign for the startup business. Automatically, I select the leads and eat based on the data collection criteria. Support the fight of startups in this field at the same time, meet eight official leaders, leaders, assistants and group members. You'll also get to interview a diverse group of talented people who act as executives at start-ups. For example, 6 informal leaders and 4 officials, in the case of hair alone, have attended various events. In the seminar general meeting and the main meeting course will focus on the leaders of TCDC, Chiang Mai Chamber of Commerce. Local government offices, NIST projects, OSMEP projects.

Research Methods

My approach to research focuses on "middle-level" investigations, or meso-level analysis. The necessity for researchers to have a precise abstraction of the methodology of "middle-level" investigations is addressed by this middle-level analysis. interpersonal relationships The meso level is conceptualized by sociologists as a space where collective agents, such groups and organizations, interact (Turner, 2012). The idea of the meso level is used by anthropologists like de Munck (1994) to examine particular behavioral models. Make use of political economic analysis categories, such as discourses on definitions, subjects, and subtopics. and explanations of a few of the data pieces Daily living and interactive encounters are subtopics. With respect to the message, this approach examines the macro-level tactics of both positive and negative depictions of early entrepreneurs. In the analysis, subjects, forms, quotations, and participant names are a few examples of information to take into account. and information availability Use methods for qualitative research, such as field notes, recordings, and in-depth interviews. in addition to active observation include the gathering of supplementary data. thorough interview During the researcher's fieldwork, information from key informants was gathered by participant observation and recording from interviewee field notes with consentI conducted interviews with key informants to learn about their roles and positions within the movement, as well as to get their biographies and details about their participation in the campaign and tactics employed. In the interim, I also take notes and record

interviews. I also employ participant observation when I visit the field and go to Chiang Mai for conferences or seminars.

CONCLUSION

In order to respond to three research inquiries: 1) What type of value can startups add to society or the economy? 2) Why do various startup kinds bargain for various kinds of funding? 3) What are some techniques that various startup kinds can implement to become long-term, profitable business owners? This paper provides answers to these issues through an analysis of the negotiating process for different sources of funding and by defining startup strategies for generating social and economic value. to comprehend the potential of start-up businesses in creating plans to become profitable and long-lasting business owners. The two arguments that follow can be used to discuss the main findings.

First Point: Network negotiation is a cooperative approach to social innovation and capital. According to this study, entrepreneurs in Chiang Mai have the ability to develop tactics for bargaining with other parties as market participants. Sometimes, the language of the neoliberal market complicates strategies. due to the fact that its definition goes beyond economics. In addition to being infused with social values, networking is the primary tactic used in social innovation. Nonetheless, the majority of case studies continue to prioritize market viability and profitability over important societal advantages. Case studies of Chiang Mai startups and cutting-edge technological business models Not all of them are tech- or creative-focused marketers. However, they also make an effort to include social and cultural ties with technology into their business plans. According to all four of the case studies under the innovation-focused business model, startup entrepreneurs can make a significant contribution to social innovation if they have a decent amount of prior entrepreneurial experience. Startup entrepreneurs aren't just driven by the pursuit of profit maximization at the expense of social impact; their products and services also aim to simultaneously meet societal demands. With the right startup ecosystem, entrepreneurs possess the ability to build talented, multi-actor collaborative networks. Inexperience in management is a common trait among startup entrepreneurs, which is seen as social capital that provides them an edge over creative alternatives. But entrepreneurs don't work in isolation. but in concert with others As a result, the entrepreneur's network—which includes customers and organizations that provide support—is infused with the entrepreneur's expertise. Thus, the social capital that entrepreneurs possess is a prerequisite for managing networks. Strong collaboration and social capital are helping mid-sized firms become more adaptive and agile by doing more than just meeting consumer demands. Furthermore, social innovation will be given more weight in social development. They were consequently able to grow and establish themselves as a viable business. These case studies support the claim that innovation results from more than just the historical accumulation of information or the inventiveness of exceptional performers. However, it's also a cooperative process involving a number of involved parties and auxiliary organizations.

The second point is that closeness is a social network that fosters social innovation, and this is a cultural approach. In contrast to the prevailing economic rhetoric, Chiang Mai entrepreneurs include cultural methods into their startup culture, as this article's unambiguous findings demonstrate. By fostering the emotions and individual experiences of the many market participants, these cultural tactics are interactive methods of social production that foster shared interpersonal bonds. They obviously feel differently from formal organizations and the standards of economic rationality because of the social inventiveness of daily living. In conjunction with a cultural approach Chiang Mai startups are also embracing entrepreneurial approaches that recognize the importance of proximity. Social networks are necessary for this intimate interaction. particularly through internet messaging Cultivating this relationship is referred to as immaterial labor by certain researchers. Relationship work and emotional labor Because social media is where social and economic incentives are negotiated, this is happening on social media more and more. Startups with varying sizes and commercial ambitions are producing these varied approaches to cultural strategy. Through the cultivation of the actors' personal feelings and experiences found in the approach, these cultural tactics of social creativity can establish links between startups and consumers that negotiate a shared personal relationship. techniques for dynamic networks Small business owners are more likely to prioritize these tactics because they are more susceptible to market volatility and competition. They are always fostering a common sense of social creativity and shared values among members of the network. Social networking is frequently utilized to bridge the gap between most

networks, offering the chance to form enduring corporate relationships as well as close personal bonds. Consequently, this kind of enduring buddy network turns into a favor-exchanging mechanism whereby each other participates in various forms. When medium-sized socially creative businesses launch their businesses with the intention of growing and maintaining their services, they also embrace a cultural strategy of social creativity. Their method is a tactic to establish strong bonds with clients by meeting the majority of their needs to the point where they are rewarded with increased confidence and trust. In contrast to cultural approaches Relational work is defined as interactive intimacy, with women using social media at a higher rate than males. because they have a unique manner of expressing their emotions and social identities. and always engaging in close conversation with the female audience. Women entrepreneurs have more access to the women's market thanks to digital social media. In order to convey interactive intimacy, they must find a balance between friendliness and professionalism. This is to make sure that their efforts to sustain relationships online don't compromise the legitimacy of their company. It might also have an effect on the economy. Common identities on the internet are made possible by encouraging closer ties. Various customer segments will be reached by startups. Thus, in marketing interactions, proximity has cultural and financial significance. These results also imply that intimacy has a paradoxical quality that can be examined critically. because it may encourage partnerships that are exploitative. as demonstrated by the large startups in Chiang Mai that take use of closeness in this way. Rather than representing the genuine sense of intimacy among friends, it might be viewed as an exploitation of closeness to increase profits in business.

The first aim of this paper is to contribute some critical viewpoints on the prevalent neoliberal narrative that promotes market self-regulation as a general form of economic rationality. Rather than concentrating on market structure Instead, this study examines how various market participants negotiate. In Chiang Mai, in particular, startups find consumers and supportive organizations in the form of incubators. The study's value is somewhat indicated by the important findings that were previously highlighted. The study's first significant finding relates to the startup ecosystem's function in promoting social capital, which improves the financial backing, expertise, and knowledge of aspiring business owners. For novice startups to build networking skills and extend their businesses sustainably through cooperative efforts, this kind of help is crucial. These results give some useful policy recommendations for states, colleges, and banks, among other institutions that help startups, to establish better oversight programs. rather than leaving them to deal with the unpredictability's of the market alone. Further research should pinpoint different strategies for more pertinent assistance initiatives. It's important to note that not all Chiang Mai companies focus just on maximizing profits or innovating in technology. Furthermore, social innovation. It's obvious that they use more than just economics to do business. yet blended with societal ideals as well. As a result, they concurrently satisfy social needs with their products and services. together and produce observable social effects in terms of policy influence It is imperative that businesses that successfully address both social and economic demands nurture this kind of entrepreneur. Finding out how entrepreneurs might produce social innovations with a significant social impact will require further research in the future. A third crucial point relates to different theoretical perspectives on startup studies that emphasize the connection between the market economy and culture. This study proposes to use the concept of relational labor—which manifests itself as dialogical intimacy—to highlight cultural tactics. Common identities on the internet might arise from fostering tight relationships. Startups will target various client segments. This is due to the fact that in marketing partnerships, proximity has both cultural and economic importance. since social networks are necessary for intimate connections. particularly through internet messaging More research is required to understand how this kind of communication functions in many unique settings.

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