Appendix

Table 1: **Summary of events by activists' stated goals** This table provides the summary of activists' campaigns categorized by activists' stated objectives. The sample consists of 362 activist campaigns over 2000-2015. The demands were manually classified into the same categories as in Brav et al. (2008). The first column corresponds to a broad demand category. The second column narrows the activists' objective down to a more narrow category. The third colums counts a number of occurences of earch objective, the fourth column correcponds to share of such occurences and the fifth column to the percent of successful successful realizations of such objectives. Number of occurences and % of Successes do not sum to 362 and 100% correspondigly because each campaign can have multiple objectives.

Category	Activist Objective	Num. events	% Sample	% Success
Capital structure	Excess cash, under-leverage, dividends/repurchases	66	18.2%	68.2%
	Equity issuance, restructure debt, recapitalization	23	6.4%	73.9%
Business strategy	Operational efficiency	36	9.9%	52.8%
	Lack of focus, business restructuring and spinning off	53	14.6%	66%
	M&A: as target (against the deal/for better terms)	34	9.4%	32.4%
	M&A: as acquirer (against the deal/for better terms)	13	3.6%	76.9%
	Pursue growth strategies	5	1.4%	40%
Sell company	Sell company or main assets to a third party	87	24.0%	50.6%
	Take control/buyout company and/or take it private	11	3.0%	36.4%
Governance	Rescind takeover defenses	23	6.4%	47.8%
	Oust CEO, chairman	35	9.7%	62.9%
	Board independence and fair representation	99	27.3%	73.7%
	More information disclosure/potential fraud	23	6.4%	34.8%
	Excess executive compensation/pay for performance	37	10.2%	51.4%
Other	Institute enviromental protection policy	3	0.8%	0%
	Public Short Position/Bear Raid	2	0.4%	NA
	Total number	362	100%	66.9%

Table 2: **Sussess rate by stage** This table provides the breakdown of stages at which the campaign is terminated.

Exit after	Num.campaigns	% Sample	Num. Successes	% Successes
Demand negotiations	163	45%	108	66.3%
Board representation	38	10.5%	14	36.8%
Proxy fight	161	44.5%	120	74.5%

Table 3: **Descriptive statistics.** This table provides summary statistics on the variables used in preliminary analysis. The variables are grouped by type. *success_of_stated_obj* is an indicator of fulfillment of activists' demands. *Num. large investors* is the number of investors that fall into top 5% holding percentile and have shares in the target. *Num. activist connections* is total number of connections that activist has with large investors in the target. *Simple con. weighted by perc.* corresponds to the simple strength of connection weighted by large investor's ownership in the target and aggregated across large investors.*Spring con. weighted by perc.* corresponds to the spring strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Simple con. weighted by import.* corresponds to the simple strength of connection weighted the importance of target to large investors and aggregated across large investors. *Spring con. weighted by import.* corresponds to the spring strength of connection weighted the importance of target to large investors and aggregated across large investors. Importance is defined as $\frac{Share-min\{Share\}}{max\{Share\}-min\{Share\}}$. *Simple con. weighted by perc.* corresponds to the simple strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Spring con. weighted by perc.* corresponds to the spring strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Simple con. weighted by import.* corresponds to the simple strength of connection weighted the importance of target to large investors and aggregated across large investors. *Spring con. weighted by import.* corresponds to the spring strength of connection weighted the importance of target to large investors and aggregated across large investors. Importance is defined as $\frac{Share-min\{Share\}}{max\{Share\}-min\{Share\}}$. *Perc. large ownership* is aggregate percentage of the target owned by large investors. *Perc. activist ownership* corresponds to the aggregate percentage owned by activists. *Exit after board demands* is a dummy which is equal to one if the campaign ends with activist's demands and does not go to proxy fight. *Exit after proxy fight* is an indicator that proxy fight happened over the campaign. *Poison pill* is an indicator that the firm had poison pill prior to the campaign or adopted it in response to the campaign. *Firm age* is the age of the target. *Market capitalization* is market capitalization of the target at the start of campaign. *Leverage* is the long-term leverage of the target firm. *MTB* is market-to-book value of the target firm at the start of the campaign. *ROA* is return-on-assets of the target at the start of the campaign. *Short term objective* is a dummy equal to one if activist's demands include payout of divides, share repurchase programs or sale of the company.

Variable type	Variable	mean	sd	min	p25	median	p75	max
Campaign outcome	Success of stated goals	0.49	0.5	0	0	0	1	1
	Won board seat(s)	0.72	0.45	0	0	1	1	1
Activist power	Perc. active ownership	9.41	3.11	3.23	7.16	8.71	11.49	17.54
	Import. activist ownership	0.54	0.22	0	0.43	0.69	0.69	0.69
Network	Num. large investors	2.45	0.4	0	2.3	2.56	2.64	2.89
	log(Num. activist connections)	9.36	2.42	0	8.29	9.86	10.78	15.44
	Perc. large ownership	11.17	2.07	0	10.65	11.26	11.76	18.45
	Simple con. weighted by perc.	21.62	2.83	0	20.36	21.35	23.15	28.31
	Spring con. weighted by perc.	5.99	3	0	4.03	5.92	7.44	16.92
	Simple con. weighted by import.	5.54	2.85	0	4.57	6.31	7.23	12.41
	Simple con. weighted by import.	0.42	0.7	0	0.01	0.14	0.54	4.38
	Simple closeness centrality	6.12	2.23	0	6.22	7.1	7.52	9.75
	Spring closeness centrality	6.35	2.26	0	6.38	7.37	7.78	9.97
	Simple betweenness centrality	13.91	2.73	0	14.1	15.11	15.56	17.67
	Spring betweenness centrality	12.03	2.76	0	11.96	13.13	13.74	15.75
	Spring strength	0.04	0.09	0	0	0	0.02	1
	Simple strength	120.26	294.77	1	7	21	66	4239
Controls	log(Market capitalization)	7.2	1.95	3.03	5.75	7	8.33	13.03
	Poison pill	0.37	0.48	0	0	0	1	1
	Firm age	22.33	14.03	1	11	19	30	53
	Leverage	1.25	6.96	-30.1	0.09	0.43	1.2	112.41
	MTB	3.26	19.05	-113.94	1.15	1.8	2.9	316.84
	ROA	53.08	393.1	-1938.71	-38.48	40.07	111.66	4325.62
	Short term objective	0.38	0.49	0	0	0	1	1
Campaign cost	Exit after board demands	0.1	0.31	0	0	0	0	1
	Exit after proxy fight	0.44	0.5	0	0	0	1	1

Table 4: **Correlation table.** *success_of_stated_obj* is an indicator of fulfillment of activists' demands. *Num. large investors* is the number of investors that fall into top 5% holding percentile and have shares in the target. *Num. activist connections* is total number of connections that activist has with large investors in the target. *Simple con. weighted by perc.* corresponds to the simple strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Spring con. weighted by perc.* corresponds to the spring strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Simple con. weighted by import.* corresponds to the simple strength of connection weighted the importance of target to large investors and aggregated across large investors. *Spring con. weighted by import.* corresponds to the spring strength of connection weighted the importance of target to large investors and aggregated across large investors. Importance is defined as $\frac{Share-\min\{Share\}}{\max\{Share\}-\min\{Share\}}$. *Simple con. weighted by perc.* corresponds to the simple strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Spring con. weighted by perc.* corresponds to the spring strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Simple con. weighted by import.* corresponds to the simple strength of connection weighted the importance of target to large investors and aggregated across large investors. *Spring con. weighted by import.* corresponds to the spring strength of connection weighted the importance of target to large investors and aggregated across large investors. Importance is defined as $\frac{Share-\min\{Share\}}{\max\{Share\}-\min\{Share\}}$. *Perc. large ownership* is aggregate percentage of the target owned by large investors. *Perc. activist ownership* corresponds to the aggregate percentage owned by activists. *Exit after board demands* is a dummy which is equal to one if the campaign ends with activist's demands and does not go to proxy fight. *Exit after proxy fight* is an indicator that proxy fight happened over the campaign. *Poison pill* is an indicator that the firm had poison pill prior to the campaign or adopted it in response to the campaign. *Firm age* is the age of the target. *Market capitalization* is market capitalization of the target at the start of campaign. *Leverage* is the long-term leverage of the target firm at the start of the campaign. *MTB* is market-to-book value of the target firm. *Short term objective* is a dummy equal to one if activist's demands include payout of divideds, share repurchase programs or sale of the company. *ROA* is return-on-assets of the target at the start of the campaign.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
1 Success of stated goals	1																					
2 Won board seat(s)	0.26	1																				
3 Perc. active ownership	-0.17	0.05	1																			
4 Import. activist ownership	0.34	0.14	0	1																		
5 Num. large investors	0.37	0.21	-0.02	0.36	1																	
6 log(Num. activist connections)	0	-0.15	-0.04	0.05	0.2	1																
7 Perc. large ownership	-0.02	0.04	0.04	-0.05	0.06	0.03	1															
8 Simple con. weight by perc.	-0.17	-0.07	0.12	-0.23	0.15	0.11	0.06	1														
9 Spring con. weight by perc.	-0.12	0.14	0.31	-0.07	0.33	0.27	0.17	0.51	1													
10 Simple con. weight by import.	0.43	0.18	-0.16	0.41	0.63	0.44	-0.06	0.07	0.27	1												
11 Simple con. weight by import.	0.06	0	-0.06	0.2	0.36	0.78	-0.03	0.15	0.47	0.63	1											
12 Simple closeness centrality	0.55	0.18	-0.25	0.59	0.62	0.16	-0.03	-0.23	-0.08	0.84	0.3	1										
13 Spring closeness centrality	0.55	0.18	-0.23	0.58	0.62	0.16	-0.03	-0.21	-0.06	0.85	0.31	0.97	1									
14 Simple betweenness centrality	0.53	0.18	-0.23	0.58	0.65	0.15	-0.03	-0.21	-0.05	0.81	0.29	0.97	0.98	1								
15 Spring betweenness centrality	0.55	0.19	-0.24	0.58	0.67	0.15	-0.03	-0.22	-0.06	0.82	0.29	0.98	0.98	0.99	1							
16 log(Market capitalization)	-0.06	0.1	0.25	0.01	0.06	-0.06	-0.12	0.35	0.59	0.15	0.21	-0.02	-0.01	-0.02	0	1						
17 Poison pill	0.09	0.11	-0.05	0.26	0.06	0	-0.05	-0.11	0	0.22	0.09	0.27	0.27	0.21	0.24	-0.06	1					
18 Firm age	-0.1	-0.01	0.12	0	0.13	-0.03	-0.1	0.21	0.25	0.04	0.08	-0.07	-0.06	-0.06	-0.05	0.46	-0.01	1				
19 Leverage	-0.05	0.13	0	0.02	0	0.09	0.04	0.05	0.1	0.07	0.17	-0.02	-0.02	-0.06	-0.02	0.06	-0.04	0.05	1			
20 MTB	-0.04	0.16	0.05	0.02	-0.01	-0.03	0.03	0.04	0.09	0.06	0.14	-0.01	-0.02	-0.02	-0.03	0.06	-0.06	0.04	0.96	1		
21 ROA	0.02	0.01	0.02	0.07	-0.04	-0.01	0	0.07	0.04	0.01	-0.02	-0.01	-0.01	-0.03	-0.03	0.02	-0.05	0.09	0.02	0	1	
22 Short term objective	0.11	0.08	-0.04	0.2	0	-0.03	-0.03	-0.09	-0.05	0.05	-0.04	0.13	0.13	0.11	0.11	-0.1	0.18	-0.12	-0.06	-0.06	0.11	1

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Table 5: Number of large investors and activist's success

		Dependent variable:			
			Success of stated goals		
	(1)	(2)	(3)	(4)	(5)
Num.large investors	0.4422		0.2658		
	t = 6.0873***		t = 2.2835**		
log(Num. activist connections)		0.0835	0.0565		0.0846
		t = 4.8219***	t = 2.2186**		t = 4.0828***
Perc. large ownership				0.0179	−0.0071
				t = 1.7174*	t = −0.3406
Exit after board demands	−0.0306	−0.0341	−0.0281	−0.0476	−0.0333
	t = −3.0083***	t = −3.9548***	t = −3.1952***	t = −3.7937***	t = −3.5630***
Exit after proxy fight	−0.3345	−0.4450	−0.4059	−0.3869	−0.4443
	t = −3.3789***	t = −5.1510***	t = −3.8700***	t = −2.2972**	t = −5.3092***
Perc. activist ownership	0.0411	0.0572	0.0605	0.2463	0.0547
	t = 0.8092	t = 1.4711	t = 1.4301	t = 2.0889**	t = 1.4799
Poison pill	0.0279	0.0106	0.0088	0.0921	0.0102
	t = 1.5475	t = 0.4879	t = 0.5452	t = 3.1312***	t = 0.4263
Firm age	−0.0014	−0.0009	−0.0013	−0.0015	−0.0008
	t = −0.6588	t = −0.3839	t = −0.5514	t = −0.5786	t = −0.3784
log(Market capitalization)	−0.0027	0.0113	−0.0016	0.0446	0.0075
	t = −0.1450	t = 1.2252	t = −0.1000	t = 4.5722***	t = 2.2927**
Leverage	−0.0148	−0.0194	−0.0185	−0.0158	−0.0198
	t = −0.6973	t = −0.9344	t = −0.8912	t = −0.7307	t = −0.9676
MTB	0.0053	0.0065	0.0063	0.0059	0.0065
	t = 0.7154	t = 0.8943	t = 0.8665	t = 0.8016	t = 0.9137
ROA	0.0001	0.00005	0.0001	0.00005	0.00005
	t = 0.8050	t = 0.7387	t = 0.8683	t = 0.8074	t = 0.7469
Short term objective	0.0569	0.0380	0.0413	0.0632	0.0381
	t = 0.5134	t = 0.3849	t = 0.3912	t = 0.5390	t = 0.3892
Constant	39.9436	−8.0481	5.9414	0.4727	−7.7441
	t = 1.8394*	t = −0.2546	t = 0.1812	t = 4.4880***	t = −0.2508
Activist type FE	Yes	Yes	Yes	Yes	Yes
Year FE	Yes	Yes	Yes	Yes	Yes
Observations	298	298	298	298	298
R^2	0.2759	0.2842	0.3055	0.1820	0.2846
Adjusted R^2	0.2454	0.2540	0.2737	0.1446	0.2519

Notes: OLS regression of the equation $Campaign_outcome = Network\_support + Activist\_power + Activist\_cost + Controls + e$. *success_of_stated_goals* is an indicator of fulfillment of activists' demands. *Num. large investors* is the number of investors that fall into top 5% holding percentile and have shares in the target. *Num. activist connections* is total number of connections that activist has with large investors in the target. *Perc. large ownership* is aggregate percentage of the target owned by large investors. *Perc. activist ownership* corresponds to the aggregate percentage owned by activists. *Exit after board demands* is a dummy which is equal to one if the campaign ends with activist's demands and does not go to proxy fight. *Exit after proxy fight* is an indicator that proxy fight happened over the campaign. *Poison pill* is an indicator that the firm had poison pill prior to the campaign or adopted it in response to the campaign. *Firm age* is the age of the target. *Market capitalization* is market capitalization of the target at the start of campaign. *Leverage* is the long-term leverage of the target firm. *MTB* is market-to-book value of the target firm at the start of the campaign. *ROA* is return-on-assets of the target at the start of the campaign. *Short term objective* is a dummy equal to one if activist's demands include payout of divideds, share repurchase programs or sale of the company. Each regression contains year fixed effects and an activist's type (e.g. hedge fund, pension fund, etc.) fixed effects. Robust standard errors are clustered by the campaign category (capital structure, business strategy, sell company, governance or other). Table contains standard significance levels: *p<0.1; **p<0.05, ***p<0.01

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Table 6: Network support and activist's success

	Dependent variable:			
	Success of stated goals			
	(1)	(2)	(3)	(4)
Simple con. weighted by perc.	0.0242 t = 2.3987**			
Spring con. weighted by perc.		0.0258 t = 6.5881***		
Simple con. weighted by import.			0.0933 t = 13.7909***	
Spring con. weighted by import.				0.0498
Exit after board demands	−0.4733 t = −4.9838***	−0.4852 t = −5.1234***	−0.2570 t = −4.0046***	−0.2325
Exit after proxy fight	0.0173 t = 0.4022	0.0216 t = 0.5338	0.0563 t = 1.8740*	−0.0149
Perc. activist ownership	−0.0607 t = −5.2991***	−0.0669 t = −6.0906***		
Import. activist ownership			0.2655 t = 2.7363***	0.6080
Poison pill	0.0476 t = 1.7503*	0.0442 t = 1.4952	−0.0656 t = −2.8337***	−0.0151
Firm age	−0.0004 t = −0.1630	−0.0002 t = −0.0760	−0.0007 t = −0.2915	−0.0002
log(Market capitalization)	0.0215 t = 1.9153*	0.0126 t = 1.0394	−0.0329 t = −4.2009***	−0.0060
Leverage	−0.0151 t = −0.6766	−0.0172 t = −0.7317	−0.0156 t = −0.7382	−0.0122
MTB	0.0052 t = 0.6854	0.0060 t = 0.7432	0.0054 t = 0.7439	0.0038
ROA	0.00003 t = 0.4551	0.00003 t = 0.3857	0.00004 t = 0.4535	0.00001
Short term objective	0.0621 t = 0.5875	0.0614 t = 0.5581	0.0038 t = 0.0400	0.0069
Perc. large ownership	−0.0128 t = −0.7079	−0.0148 t = −1.1787	−0.0333 t = −5.0925***	−0.0052
Constant	36.9617 t = 1.1384	37.8916 t = 1.1684	0.2623 t = 1.6495*	53.4233
Activist type FE	Yes	Yes	Yes	Yes
Year FE	Yes	Yes	Yes	Yes
Observations	298	298	298	298
R^2	0.2158	0.2185	0.3522	0.2177
Adjusted R^2	0.1561	0.1590	0.3055	0.1582

Notes: OLS regression of the equation $Campaign_outcome = Network\_support + Activist\_power + Activist\_cost + Controls + e$. $success\_of\_stated\_goals$ is an indicator of fulfillment of activists' demands. *Simple con. weighted by perc.* corresponds to the simple strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Spring con. weighted by perc.* corresponds to the spring strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Simple con. weighted by import.* corresponds to the simple strength of connection weighted the importance of target to large investors and aggregated across large investors. *Spring con. weighted by import.* corresponds to the spring strength of connection weighted the importance of target to large investors and aggregated across large investors. Importance is defined as $\frac{Share - min\{Share\}}{max\{Share\} - min\{Share\}}$. *Perc. activist ownership* corresponds to the aggregate percentage owned by activists. *Exit after board demands* is a dummy which is equal to one if the campaign ends with activist's demands and does not go to proxy fight. *Exit after proxy fight* is an indicator that proxy fight happened over the campaign. *Poison pill* is an indicator that the firm had poison pill prior to the campaign or adopted it in response to the campaign. *Firm age* is the age of the target. *Market capitalization* is market capitalization of the target at the start of campaign. *Leverage* is the long-term leverage of the target firm. *MTB* is market-to-book value of the target firm at the start of the campaign. *ROA* is return-on-assets of the target at the start of the campaign. *Perc. large ownership* is aggregate percentage of the target owned by large investors. *Short term objective* is a dummy equal to one if activist's demands include payout of divideds, share repurchase programs or sale of the company. Each regression contains year fixed effects and an activist's type (e.g. hedge fund, pension fund, etc.) fixed effects. Robust standard errors are clustered by the campaign category (capital structure, business strategy, sell company, governance or other). Table contains standard significance levels: *p<0.1; **p<0.05, ***p<0.01

Table 7: Large investors' centrality and activist's success

	Dependent variable:			
	Success of stated goals			
	(1)	(2)	(3)	(4)
Simple closeness centrality	0.1429			
	t = 9.4729***			
Spring closeness centrality		0.1411		
		t = 9.7562***		
Simple betweenness centrality			0.1106	
			t = 8.7633***	
Spring betweenness centrality				0.1065
				t = 11.1252***
Spring con. weighted by perc.	0.0138	0.0111	0.0137	0.0150
	t = 6.3521***	t = 4.7206***	t = 6.6575***	t = 7.3696***
Import. activist ownership	0.0728	0.0812	0.1065	0.0763
	t = 0.7911	t = 0.8635	t = 1.2221	t = 0.9109
Exit after board demands	−0.0365	−0.0387	−0.0371	−0.0373
	t = −2.3261**	t = −2.4435**	t = −2.4370**	t = −2.2309**
Exit after proxy fight	−0.0021	−0.0020	−0.0019	−0.0020
	t = −1.1291	t = −1.0691	t = −1.0139	t = −1.0601
Poison pill	−0.0030	−0.0055	−0.0025	−0.0019
	t = −0.4668	t = −0.9582	t = −0.4578	t = −0.3325
Firm age	−0.0140	−0.0133	−0.0124	−0.0128
	t = −0.6383	t = −0.6267	t = −0.5673	t = −0.5768
log(Market capitalization)	0.0047	0.0045	0.0041	0.0043
	t = 0.6350	t = 0.6190	t = 0.5554	t = 0.5669
Leverage	0.0138	0.0121	0.0239	0.0277
	t = 0.1546	t = 0.1379	t = 0.2745	t = 0.3132
MTB	−0.1667	−0.1670	−0.1847	−0.1766
	t = −2.7564***	t = −2.8386***	t = −2.3258**	t = −2.5125**
ROA	0.0646	0.0689	0.0531	0.0592
	t = 1.8190*	t = 1.9195*	t = 1.0544	t = 1.3241
Short term objective	−42.8908	−42.9710	−25.2579	−15.1037
	t = −1.7012*	t = −1.7137*	t = −1.2429	t = −0.7385
Activist type FE	Yes	Yes	Yes	Yes
Year FE	Yes	Yes	Yes	Yes
Observations	298	298	298	298
R^2	0.3510	0.3520	0.3394	0.3518
Adjusted R^2	0.3237	0.3247	0.3115	0.3245

Notes: OLS regression of the equation $Campaign_outcome = Investor\_importance + Network\_support + Activist\_power + Activist\_cost + Controls + e$. *success_of_stated_goals* is an indicator of fulfillment of activists' demands. *Simple closeness centrality* is an aggregate closeness centrality computed with simple network. *Spring closeness centrality* is an aggregate closeness centrality computed with spring network. *Simple betweennes centrality* is an aggregate betweennes centrality computed with simple network. *Spring betweenness centrality* is an aggregate betweennes centrality computed with spring network. *Spring con. weighted by perc.* corresponds to the spring strength of connection weighted by large investor's ownership in the target and aggregated across large investors. extit-Perc. activist ownership corresponds to the aggregate percentage owned by activists. *Exit after board demands* is a dummy which is equal to one if the campaign ends with activist's demands and does not go to proxy fight. *Exit after proxy fight* is an indicator that proxy fight happened over the campaign. *Poison pill* is an indicator that the firm had poison pill prior to the campaign or adopted it in response to the campaign. *Firm age* is the age of the target. *Market capitalization* is market capitalization of the target at the start of campaign. *Leverage* is the long-term leverage of the target firm. *MTB* is market-to-book value of the target firm at the start of the campaign. *ROA* is return-on-assets of the target at the start of the campaign. *Perc. large ownership* is aggregate percentage of the target owned by large investors. *Short term objective* is a dummy equal to one if activist's demands include payout of divideds, share repurchase programs or sale of the company. Each regression contains year fixed effects and an activist's type (e.g. hedge fund, pension fund, etc.) fixed effects. Robust standard errors are clustered by the campaign category (capital structure, business strategy, sell company, governance or other). Table contains standard significance levels: *p<0.1; **p<0.05, ***p<0.01

Table 8: Activist's success and connection strength

	Dependent variable:	
	$\Delta(Simple)$	$\Delta(Spring)$
	(1)	(2)
Connected to active activist	−69.5342	−0.0327
	t = −3.3304***	t = −2.0470**
Activist wins	0.5400	0.0072
	t = 0.1285	t = 1.6374
Target shareholder	−29.6642	−0.0153
	t = −4.2657***	t = −2.8762***
Connected to active activist x Target shareholder	−25.4380	−0.0319
	t = −2.7262***	t = −3.5082***
Connected to active activist x Activist wins	20.5412	0.0032
	t = 1.8187*	t = 0.3247
Connected to active activist x Target shareholder	−2.3695	−0.0036
	t = −1.5060	t = −2.1938**
Connected to active activist x Target shareholder x Activist wins	24.6975	0.0238
	t = 3.1145***	t = 3.2918***
Activist FE	Yes	Yes
Year FE	Yes	Yes
Observations	1,975,068	1,975,068
R^2	0.0977	0.3189
Adjusted R^2	0.0976	0.3188

Notes: OLS regression of the equation $\Delta(Connection strength) = \alpha + Connected\_to\_active\_activist + Activist\_wins + Target\_shareholder + \sum First\_differences + Connected\_to\_active\_activist * Target\_shareholder * Connected\_to\_active\_activist * Activist\_wins + Controls + \epsilon$. In the first column, $\Delta(Simple)$ corresponds to the change in the simple strength (number of connections). in the second column, $\Delta(Spring)$ corresponds to the change in the spring strength. Each regression contains year fixed effects and an activist's type (e.g. hedge fund, pension fund, etc.) fixed effects. Robust standard errors are clustered by the campaign category (capital structure, business strategy, sell company, governance or other). Table contains standard significance levels: *p<0.1; **p<0.05, ***p<0.01

Robustness

Table 9: Robustness: network support and activist's success. Large investor is an investor that belongs t o top 10 percent

	Dependent variable:			
	Success of stated goals			
	(1)	(2)	(3)	(4)
Simple con. weighted by perc.	0.0359 $t = 3.3387^{***}$			
Spring con. weighted by perc.		0.0303 $t = 4.5198^{***}$		
Simple con. weighted by import.			0.0905 $t = 12.6061^{***}$	
Spring con. weighted by import.				0.0790 $t = 3.4605^{***}$
Exit after board demands	−0.4864 $t = −5.1504^{***}$	−0.4834 $t = −5.0432^{***}$	−0.2515 $t = −3.8453^{***}$	−0.2283 $t = −1.9107^{*}$
Exit after proxy fight	0.0153 $t = 0.3673$	0.0199 $t = 0.4749$	0.0530 $t = 1.8781^{*}$	−0.0162 $t = −0.5075$
Perc. activist ownership	−0.0604 $t = −5.2839^{***}$	−0.0684 $t = −6.6195^{***}$		
Import. activist ownership			0.2794 $t = 2.6898^{***}$	0.5746 $t = 5.4409^{***}$
Poison pill	0.0436 $t = 1.6822^{*}$	0.0441 $t = 1.4919$	−0.0639 $t = −2.7904^{***}$	−0.0208 $t = −1.2269$
Firm age	−0.0002 $t = −0.1051$	−0.0002 $t = −0.0704$	−0.0006 $t = −0.2580$	−0.0001 $t = −0.0528$
log(Market capitalization)	0.0065 $t = 0.5754$	0.0026 $t = 0.1837$	−0.0379 $t = −4.6176^{***}$	−0.0144 $t = −1.5557$
Leverage	−0.0160 $t = −0.7167$	−0.0178 $t = −0.7597$	−0.0158 $t = −0.7572$	−0.0139 $t = −0.5449$
MTB	0.0055 $t = 0.7258$	0.0062 $t = 0.7705$	0.0055 $t = 0.7598$	0.0044 $t = 0.4902$
ROA	0.00004 $t = 0.4762$	0.00003 $t = 0.3738$	0.00003 $t = 0.4111$	0.000001 $t = 0.0169$
Short term objective	0.0622 $t = 0.5989$	0.0586 $t = 0.5382$	0.0025 $t = 0.0266$	0.0016 $t = 0.0160$
Perc. large ownership	−0.0313 $t = −1.5823$	−0.0258 $t = −1.6373$	−0.0381 $t = −5.6236^{***}$	−0.0110 $t = −1.1355$
Constant	38.0564 $t = 1.1762$	39.0593 $t = 1.2117$	0.3144 $t = 1.9887^{**}$	51.9008 $t = 1.8432^{*}$
Activist type FE	Yes	Yes	Yes	Yes
Year FE	Yes	Yes	Yes	Yes
Observations	298	298	298	298
R^2	0.2181	0.2199	0.3488	0.2251
Adjusted R^2	0.1586	0.1605	0.3017	0.1661

Notes: OLS regression of the equation $Campaign_outcome = Network\_support + Activist\_power + Activist\_cost + Controls + e$. *success_of_stated_goals* is an indicator of fulfillment of activists' demands. *Simple con. weighted by perc.* corresponds to the simple strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Spring con. weighted by perc.* corresponds to the spring strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Simple con. weighted by import.* corresponds to the simple strength of connection weighted the importance of target to large investors and aggregated across large investors. *Spring con. weighted by import.* corresponds to the spring strength of connection weighted the importance of target to large investors and aggregated across large investors. Importance is defined as $\frac{Share - min\{Share\}}{max\{Share\} - min\{Share\}}$.
Perc. activist ownership corresponds to the aggregate percentage owned by activists. *Exit after board demands* is a dummy which is equal to one if the campaign ends with activist's demands and does not go to proxy fight. *Exit after proxy fight* is an indicator that proxy fight happened over the campaign. *Poison pill* is an indicator that the firm had poison pill prior to the campaign or adopted it in response to the campaign. *Firm age* is the age of the target. *Market capitalization* is market capitalization of the target at the start of campaign. *Leverage* is the long-term leverage of the target firm. *MTB* is market-to-book value of the target firm at the start of the campaign. *ROA* is return-on-assets of the target at the start of the campaign. *Perc. large ownership* is aggregate percentage of the target owned by large investors. *Short term objective* is a dummy equal to one if activist's demands include payout of divideds, share repurchase programs or sale of the company. Each regression contains year fixed effects and an activist's type (e.g. hedge fund, pension fund, etc.) fixed effects. Robust standard errors are clustered by the campaign category (capital structure, business strategy, sell company, governance or other). Table contains standard significance levels: *p<0.1; **p<0.05, ***p<0.01

Table 10: Robustness: network support and activist's success. Large investor is an investor that belongs to top 20 percent

	Dependent variable:			
	Success of stated goals			
	(1)	(2)	(3)	(4)
Simple con. weighted by perc.	0.0376			
	t = 3.2665***			
Spring con. weighted by perc.		0.0494		
		t = 4.8129***		
Simple con. weighted by import.			0.0905	
			t = 14.0334***	
Spring con. weighted by import.				0.1307
				t = 4.1895***
Exit after board demands	−0.4848	−0.4963	−0.2495	−0.2289
	t = −4.9535***	t = −4.8960***	t = −3.4861***	t = −2.0350**
Exit after proxy fight	0.0140	0.0214	0.0538	−0.0128
	t = 0.3477	t = 0.5029	t = 1.9635**	t = −0.4167
Perc. activist ownership	−0.0602	−0.0746		
	t = −5.1892***	t = −7.6130***		
Import. activist ownership			0.2862	0.4584
			t = 2.7440***	t = 4.8904***
Poison pill	0.0437	0.0404	−0.0617	−0.0376
	t = 1.7543*	t = 1.5705	t = −2.5043**	t = −2.1717**
Firm age	−0.0002	−0.000000	−0.0007	−0.0001
	t = −0.1058	t = −0.00001	t = −0.2772	t = −0.0351
log(Market capitalization)	0.0023	−0.0244	−0.0399	−0.0206
	t = 0.2004	t = −1.3652	t = −5.1217***	t = −2.4963**
Leverage	−0.0160	−0.0185	−0.0151	−0.0131
	t = −0.7162	t = −0.7884	t = −0.7408	t = −0.5376
MTB	0.0055	0.0064	0.0052	0.0042
	t = 0.7222	t = 0.8010	t = 0.7367	t = 0.4833
ROA	0.00004	0.00003	0.00003	0.000001
	t = 0.4860	t = 0.4382	t = 0.4281	t = 0.0099
Short term objective	0.0623	0.0624	0.0056	0.0041
	t = 0.6048	t = 0.5866	t = 0.0601	t = 0.0424
Perc. large ownership	−0.0375	−0.0521	−0.0404	−0.0167
	t = −1.8385*	t = −2.5603**	t = −5.9094***	t = −1.6358
Constant	38.0733	44.7800	0.3245	56.3669
	t = 1.1771	t = 1.4048	t = 2.0510**	t = 2.1503**
Activist type FE	Yes	Yes	Yes	Yes
Year FE	Yes	Yes	Yes	Yes
Observations	298	298	298	298
R^2	0.2184	0.2325	0.3467	0.2482
Adjusted R^2	0.1589	0.1741	0.2995	0.1910

Notes: OLS regression of the equation $Campaign_outcome = Network\_support + Activist\_power + Activist\_cost + Controls + e$. *success_of_stated_goals* is an indicator of fulfillment of activists' demands. *Simple con. weighted by perc.* corresponds to the simple strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Spring con. weighted by perc.* corresponds to the spring strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Simple con. weighted by import.* corresponds to the simple strength of connection weighted the importance of target to large investors and aggregated across large investors. *Spring con. weighted by import.* corresponds to the spring strength of connection weighted the importance of target to large investors and aggregated across large investors. Importance is defined as $\frac{Share - min\{Share\}}{max\{Share\} - min\{Share\}}$. *Perc. activist ownership* corresponds to the aggregate percentage owned by activists. *Exit after board demands* is a dummy which is equal to one if the campaign ends with activist's demands and does not go to proxy fight. *Exit after proxy fight* is an indicator that proxy fight happened over the campaign. *Poison pill* is an indicator that the firm had poison pill prior to the campaign or adopted it in response to the campaign. *Firm age* is the age of the target. *Market capitalization* is market capitalization of the target at the start of campaign. *Leverage* is the long-term leverage of the target firm. *MTB* is market-to-book value of the target firm at the start of the campaign. *ROA* is return-on-assets of the target at the start of the campaign. *Perc. large ownership* is aggregate percentage of the target owned by large investors. *Short term objective* is a dummy equal to one if activist's demands include payout of divideds, share repurchase programs or sale of the company. Each regression contains year fixed effects and an activist's type (e.g. hedge fund, pension fund, etc.) fixed effects. Robust standard errors are clustered by the campaign category (capital structure, business strategy, sell company, governance or other). Table contains standard significance levels: *p<0.1; **p<0.05, ***p<0.01

Table 11: Robustness check of table 6, with differently measured imporance

	Dependent variable:	
	Success of stated goals	
	(1)	(2)
Simple con. weighted by perc.	0.0456	
	t = 2.2860**	
Spring con. weighted by perc.		0.0676
		t = 2.0281**
Simple con. weighted by import.	−0.3378	−0.2702
	t = −2.2660**	t = −2.3404**
Spring con. weighted by import.	0.1676	−0.0749
	t = 0.7626	t = −0.7363
Exit after board demands	0.0689	0.1392
	t = 0.7898	t = 2.2198**
Exit after proxy fight	−0.0268	0.0344
	t = −0.3964	t = 0.5211
Perc. activist ownership	−0.0013	−0.0006
	t = −0.5305	t = −0.2500
Import. activist ownership	−0.0204	−0.0149
	t = −1.0776	t = −0.7694
Poison pill	−0.0132	−0.0153
	t = −0.5859	t = −0.7696
Firm age	0.0046	0.0049
	t = 0.6057	t = 0.7163
log(Market capitalization)	0.3091	0.4170
	t = 1.3792	t = 2.8084***
Observations	245	295
R^2	0.1462	0.1608
Adjusted R^2	0.1059	0.1282

Notes: OLS regression of the equation $Campaign_outcome = Network\_support + Activist\_power + Activist\_cost + Controls + e$. *success_of_stated_goals* is an indicator of fulfillment of activists' demands. *Simple con. weighted by perc.* corresponds to the simple strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Spring con. weighted by perc.* corresponds to the spring strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Simple con. weighted by import.* corresponds to the simple strength of connection weighted the importance of target to large investors and aggregated across large investors. *Spring con. weighted by import.* corresponds to the spring strength of connection weighted the importance of target to large investors and aggregated across large investors. Importance is defined as $\frac{Share - min\{Share\}}{max\{Share\} - min\{Share\}}$. *Perc. activist ownership* corresponds to the aggregate percentage owned by activists. *Exit after board demands* is a dummy which is equal to one if the campaign ends with activist's demands and does not go to proxy fight. *Exit after proxy fight* is an indicator that proxy fight happened over the campaign. *Poison pill* is an indicator that the firm had poison pill prior to the campaign or adopted it in response to the campaign. *Firm age* is the age of the target. *Market capitalization* is market capitalization of the target at the start of campaign. *Leverage* is the long-term leverage of the target firm. *MTB* is market-to-book value of the target firm at the start of the campaign. *ROA* is return-on-assets of the target at the start of the campaign. *Perc. large ownership* is aggregate percentage of the target owned by large investors. *Short term objective* is a dummy equal to one if activist's demands include payout of divideds, share repurchase programs or sale of the company. Each regression contains year fixed effects and an activist's type (e.g. hedge fund, pension fund, etc.) fixed effects. Robust standard errors are clustered by the campaign category (capital structure, business strategy, sell company, governance or other). Table contains standard significance levels: *p<0.1; **p<0.05, ***p<0.01

Table 12: Robustness: number of large investors and activist's success

			Dependent variable:		
			Won board seat		
	(1)	(2)	(3)	(4)	(5)
Num.large investors	0.2579 t = 2.2737**		0.2452 t = 4.0358***		
log(Num. activist connections)		0.0279 t = 1.0768	0.0045 t = 0.2085		0.0251 t = 1.1001
Perc. large ownership				0.0181 t = 0.6907	0.0125 t = 0.5086
Exit after board demands	0.0067 t = 0.7278	−0.0011 t = −0.1179	0.0069 t = 0.6992	−0.0120 t = −0.4523	−0.0032 t = −0.3486
Exit after proxy fight	−0.3057 t = −1.3879	−0.3298 t = −1.3336	−0.3098 t = −1.3129	−0.7663 t = −1.8777*	−0.3204 t = −1.3693
Perc. activist ownership	−0.1750 t = −1.8674*	−0.1774 t = −1.7736*	−0.1730 t = −1.9503*	−0.2650 t = −1.3743	−0.1754 t = −1.8019*
Poison pill	0.1063 t = 2.6623***	0.1088 t = 2.2910**	0.1043 t = 2.6253***	0.1238 t = 2.6248***	0.1100 t = 2.2770**
Firm age	0.00005 t = 0.0251	0.0008 t = 0.3878	0.0001 t = 0.0436	0.0008 t = 0.3729	0.0007 t = 0.3732
log(Market capitalization)	0.0098 t = 0.4356	0.0239 t = 0.9662	0.0097 t = 0.4301	0.0360 t = 1.0057	0.0305 t = 0.8842
Leverage	−0.0124 t = −0.4097	−0.0218 t = −0.6600	−0.0124 t = −0.4074	−0.0253 t = −0.7026	−0.0221 t = −0.6566
MTB	0.0114 t = 1.3239	0.0142 t = 1.4055	0.0115 t = 1.2755	0.0144 t = 1.4677	0.0140 t = 1.4345
ROA	0.00002 t = 0.6431	0.00001 t = 0.3587	0.00002 t = 0.6637	−0.00001 t = −0.2466	0.00001 t = 0.3474
Short term objective	−0.0404 t = −1.7654*	−0.0390 t = −1.7565*	−0.0427 t = −1.8496*	−0.0245 t = −1.1003	−0.0394 t = −1.8131*
Constant	−13.5988 t = −1.4133	−27.0715 t = −1.0678	−16.3434 t = −0.7556	0.5552 t = 1.4128	−28.0624 t = −1.0831
Activist type FE	Yes	Yes	Yes	Yes	Yes
Year FE	Yes	Yes	Yes	Yes	Yes
Observations	162	162	162	162	162
R^2	0.1320	0.1102	0.1322	0.1040	0.1119
Adjusted R^2	0.0621	0.0386	0.0560	0.0253	0.0339

Notes: OLS regression of the equation $Campaign_outcome = Network\_support + Activist\_power + Activist\_cost + Controls + e$. *Won_board_seat* is an indicator that the activist won at least one board seat. *Num. large investors* is the number of investors that fall into top 5% holding percentile and have shares in the target. *Num. activist connections* is total number of connections that activist has with large investors in the target. *Perc. large ownership* is aggregate percentage of the target owned by large investors. *Perc. activist ownership* corresponds to the aggregate percentage owned by activists. *Exit after board demands* is a dummy which is equal to one if the campaign ends with activist's demands and does not go to proxy fight. *Exit after proxy fight* is an indicator that proxy fight happened over the campaign. *Poison pill* is an indicator that the firm had poison pill prior to the campaign or adopted it in response to the campaign. *Firm age* is the age of the target. *Market capitalization* is market capitalization of the target at the start of campaign. *Leverage* is the long-term leverage of the target firm. *MTB* is market-to-book value of the target firm at the start of the campaign. *ROA* is return-on-assets of the target at the start of the campaign. *Short term objective* is a dummy equal to one if activist's demands include payout of divideds, share repurchase programs or sale of the company. Each regression contains year fixed effects and an activist's type (e.g. hedge fund, pension fund, etc.) fixed effects. Robust standard errors are clustered by the campaign category (capital structure, business strategy, sell company, governance or other). Table contains standard significance levels: *p<0.1; **p<0.05, ***p<0.01

Table 13: Robustness: network support and activist's success

	Dependent variable:			
	Won board seat			
	(1)	(2)	(3)	(4)
Simple con. weighted by perc.	−0.7098 t = −0.7336			
Spring con. weighted by perc.		0.0642 t = 4.5855***		
Simple con. weighted by import.			0.0202 t = 1.3866	
Spring con. weighted by import.				0.0588 t = 0.5029
Exit after board demands	−0.3390 t = −1.3405	−0.4353 t = −1.9275*	−0.3341 t = −1.3086	−0.3468 t = −1.3258
Exit after proxy fight	−0.2060 t = −2.3005**	−0.1984 t = −2.0414**	−0.1834 t = −2.2136**	−0.1988 t = −2.2447**
Perc. activist ownership	0.0082 t = 0.4168	−0.0155 t = −0.6193		
Import. activist ownership			−0.0842 t = −0.3334	0.1001 t = 0.5849
Poison pill	0.1196 t = 1.9605**	0.0887 t = 1.4538	0.0731 t = 1.0496	0.0934 t = 1.6501*
Firm age	0.0012 t = 0.4745	0.0020 t = 0.8964	0.0012 t = 0.4658	0.0011 t = 0.4443
log(Market capitalization)	0.0247 t = 0.4195	−0.0613 t = −1.2398	0.0154 t = 0.5079	0.0103 t = 0.2869
Leverage	−0.0375 t = −0.9710	−0.0517 t = −1.2522	−0.0307 t = −0.7530	−0.0334 t = −0.8455
MTB	0.0174 t = 1.6792*	0.0219 t = 1.9865**	0.0163 t = 1.3466	0.0166 t = 1.4389
ROA	−0.00002 t = −0.5949	−0.00003 t = −0.8642	−0.00002 t = −0.4731	−0.00002 t = −0.8833
Short term objective	−0.0076 t = −0.1772	−0.0308 t = −0.8519	−0.0150 t = −0.2998	−0.0195 t = −0.5036
Perc. large ownership	0.0349 t = 1.0250	−0.0325 t = −1.3148	0.0183 t = 0.6539	0.0260 t = 0.8297
Constant	−9.4839 t = −0.4584	−0.6948 t = −0.0344	0.5685 t = 1.8314*	−18.7546 t = −0.7825
Activist type FE	Yes	Yes	Yes	Yes
Year FE	Yes	Yes	Yes	Yes
Observations	162	162	162	162
R^2	0.1779	0.2150	0.1818	0.1788
Adjusted R^2	0.0613	0.1037	0.0723	0.0623

Notes: OLS regression of the equation $Campaign_outcome = Network\_support + Activist\_power + Activist\_cost + Controls + e$. *Won_board_seat* is an indicator that the activist won at least one board seat. *Simple con. weighted by perc.* corresponds to the simple strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Spring con. weighted by perc.* corresponds to the spring strength of connection weighted by large investor's ownership in the target and aggregated across large investors. *Simple con. weighted by import.* corresponds to the simple strength of connection weighted the importance of target to large investors and aggregated across large investors. *Spring con. weighted by import.* corresponds to the spring strength of connection weighted the importance of target to large investors and aggregated across large investors. Importance is defined as $\frac{Share-min\{Share\}}{\max\{Share\}-\min\{Share\}}$. *Perc. activist ownership* corresponds to the aggregate percentage owned by activists. *Exit after board demands* is a dummy which is equal to one if the campaign ends with activist's demands and does not go to proxy fight. *Exit after proxy fight* is an indicator that proxy fight happened over the campaign. *Poison pill* is an indicator that the firm had poison pill prior to the campaign or adopted it in response to the campaign. *Firm age* is the age of the target. *Market capitalization* is market capitalization of the target at the start of campaign. *Leverage* is the long-term leverage of the target firm. *MTB* is market-to-book value of the target firm at the start of the campaign. *ROA* is return-on-assets of the target at the start of the campaign. *Perc. large ownership* is aggregate percentage of the target owned by large investors. *Short term objective* is a dummy equal to one if activist's demands include payout of divideds, share repurchase programs or sale of the company. Each regression contains year fixed effects and an activist's type (e.g. hedge fund, pension fund, etc.) fixed effects. Robust standard errors are clustered by the campaign category (capital structure, business strategy, sell company, governance or other). Table contains standard significance levels: *p<0.1; **p<0.05, ***p<0.01