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Managing Value Across the Device Lifecycle

As upgrade cycles extend and residual value becomes a defined commercial variable, Likewize connects protection, repair, trade-in and resale through a single, controlled lifecycle model.

That is not theoretical. It reflects how device lifecycle models are now being built.

Andy Morris, President and EVP EMEA at Likewize, leads a business operating across device protection, repair, trade-in, asset recovery and secondary device supply. The structure supports partners across the lifecycle, with the focus on how those stages connect for organisations managing customer relationships, upgrade cycles and long-term value.

The starting point is responsibility. Likewize operates on behalf of carriers, retailers and financial institutions at critical moments in the device lifecycle. That position carries accountability beyond service delivery. It requires a model that holds together across each stage of ownership.

The decision to connect those stages was deliberate. Rather than treating protection, repair, upgrade and resale as separate product lines, the business moved to manage them as a single value chain.

> **"When you integrate trade-in collection with secondary market supply, you take on a residual value position. If market conditions shift, that position can compress margins in ways that are difficult to predict or hedge."**

Each stage produces data. When those signals connect, they create commercial visibility. A protection policy indicates when a claim is likely. A repair record reflects how a device performs over time. A trade-in valuation defines its residual value envelope. Linking those inputs allows earlier, more informed decisions across large customer bases and upgrade programmes.

The impact is most visible where value transfers between stages. Historically, the movement from trade-in to resale was fragmented, with devices passing through multiple parties using different standards, systems and incentives. The result was slower turnaround, inconsistent grading and value lost through each handoff. Compressing that chain improves speed. It strengthens grading consistency. It clarifies the value reaching the secondary channel for partners relying on those results.

That improvement comes with exposure.

Residual value becomes part of the operating model. It is carried through the process rather than realised at the end. In categories where pricing moves quickly or supply and demand shift across regions, that exposure requires active management. Without the pricing discipline and contractual structure to support it, integration introduces pressure rather than removing it.

The same applies internally. When protection, repair, upgrade and resale are managed as one system, accountability cannot sit in isolation. Decisions in one stage affect outcomes in another, so maintaining clarity on ownership, performance and cost requires continuous attention.

Where the model holds, it does so through control across the underlying trust infrastructure.

Grading consistency remains critical. Variability in condition assessment continues to limit confidence between buyers and sellers, so applying a repeatable, auditable standard across every device allows partners to rely on the value being generated. Likewize's investment in automated, AI-driven grading is designed to remove subjectivity and deliver consistent outcomes at scale.

The same discipline applies to data security, fraud control and transparency. Data erasure must be certified and auditable. Fraud controls must protect programme economics without disrupting conversion. Transparency must give buyers confidence in provenance, grading and certification.

These pressures connect directly to customer experience.

> **"The most visible tension sits between customer convenience and fraud control. Every additional check adds friction. Friction reduces conversion."**

Managing that balance requires judgement. Not every transaction carries the same level of risk, so proportionate controls allow lower friction where risk is low while maintaining protection where exposure is higher. It is a continuous calibration.

Speed introduces a second tension. In the secondary device market, time directly affects value, as devices held in processing lose value before they reach resale. Reducing inspection time increases the risk of grading errors and returns. The requirement is to improve throughput and accuracy together, with automation playing a central role across grading, diagnostics and fulfilment, while human oversight remains essential in edge cases, fraud detection and complex customer interactions.

These operational pressures sit within a broader shift in how partners manage the lifecycle.

Replacement cycles are extending. Devices are held for longer. The upgrade event carries more weight when it happens. This changes how value is managed between upgrades, with protection, repair and support forming part of maintaining device utility and customer retention over a longer period.

At the same time, residual value is becoming a defined input into programme design. Trade-in value influences upgrade decisions, conversion rates and overall programme economics, while understanding secondary market performance forms part of the decision made at the start rather than at end of life.

Circularity follows the same logic. Regulatory requirements and partner expectations are aligning around how devices are recovered, processed and returned to the market. Demonstrating that this process is controlled, auditable and commercially viable is increasingly tied to compliance and long-term partner relationships.

For Likewize, the lifecycle is not a collection of services delivered at different points but a connected system requiring control across data, processing and decision-making.



For businesses connecting protection, repair, trade-in and resale, the opportunity sits alongside a clear requirement for operational control. Those who manage that system effectively are the ones protecting and recovering value across the lifecycle with consistency.

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