

Clean is an activity. *Guest-ready is a state.*

A property is not ready because the visible tasks are done. It is ready when it has been prepared, checked, documented, and communicated for the next arrival. All five conditions must hold.

Clean	Visible and hidden areas meet the defined cleaning standard.
Complete	Beds, towels, amenities, supplies, and required setup tasks are finished.
Functional	Access, lighting, temperature, appliances, fixtures, and essential guest-use items appear operational — or any issue has been escalated.
Documented	The condition of the property, completed work, damage, and exceptions are recorded according to client expectations.
Communicated	The correct person knows the property is ready — or knows exactly what remains unresolved before arrival.

BLUEPRINT PRINCIPLE

A property can fail any one of these while still looking clean in photographs.