Passenger Recovery Is Operational Infrastructure

PAX Divert® White Paper — Why coordinating disrupted passengers needs a system, not more phone calls

Laurent Pujol, PUJOL Corporation · November 2026

Executive summary

When a major disruption hits, finding hotel rooms and buses is rarely the hardest part. The hard part is assigning them quickly to the right passengers, and keeping that information synchronised between the airline, the station, the hotels and the transport providers as plans change.

PAX Divert® was built for that problem. It was created in September 2023, its first working version was completed in November 2023, and it has been developed since into a coordination platform with a first supplier environment: five hotels and one transport provider in Nouméa, New Caledonia, ready to use it.

PAX Divert does not fix the cause of a disruption. It addresses what comes next: turning a population of disrupted passengers into an executable care plan, by allocating rooms and transport automatically according to rules the operator defines.

In a controlled test, the time needed to allocate 95% of passengers fell from about 4–5 hours to 1–1.5 hours. That is a test result, not a guarantee of live performance, but it shows that the time saved is measurable.

The recommendation of this paper is therefore simple: do not ask an operator to believe a technology promise. Replay a realistic disruption with the current process and with PAX Divert, and compare the results.

1. The coordination problem

During irregular operations (IROPS), teams do not stop working. They work harder, but usually without a system that lets them work together.

The hotel calls the airline. The transport provider calls the airline. The station calls the hotels. Passengers call everyone. Passenger lists circulate by email, availability changes, a room that was assigned becomes unavailable, a bus has to be reassigned, and a passenger with special needs has to be handled separately.

The problem is not a lack of action. It is a multiplication of actions without a central place to synchronise them.

In a major disruption this becomes circular: passenger → airline → hotel or transport provider → airline → confirmation → passenger. Every change restarts the loop. **Communication volume rises at the very moment communication capacity falls**, and hotels and transport providers become overloaded operations centres in their own right.

2. Anatomy of a major disruption

Consider a typical severe case for an island or long-haul network: the operator's widebody aircraft become unavailable for several days. Flights are cancelled, rescheduled, cancelled again; partner capacity and a charter are arranged; several stations and connection chains are affected; at the peak, several hundred passengers are waiting for a solution at the same time.

Such an event combines three timeframes:

1. **The technical decision.** Whether the aircraft can fly is not negotiable, and no coordination tool changes it.
2. **Building replacement capacity.** Partner seats, charters and reroutings are complex and slow.
3. **Caring for each passenger.** Rooms, transport, information and re-protection for every individual, through every change. This is the part that can be coordinated far better.

PAX Divert works on the third timeframe, while giving the crisis team a clearer view of its consequences.

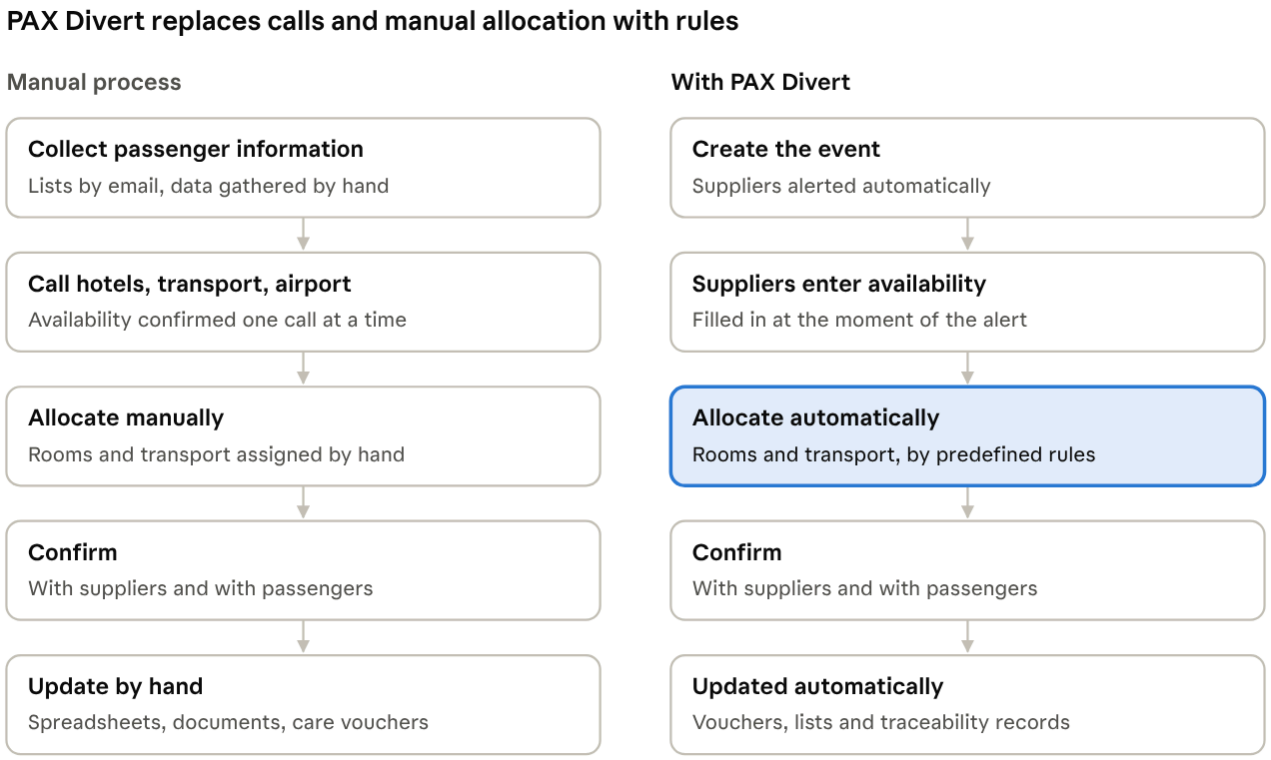
3. What PAX Divert changes

The core of PAX Divert is the automatic allocation of resources to passengers, under human control.

A traditional team must identify the passengers, find out what is available, apply priority rules, build travel parties, choose hotels, split rooms, organise transport, check capacity and prepare the documents, by hand, for every passenger, every time something changes.

With PAX Divert, allocation rules are configured in advance. When an event is created, suppliers are alerted and enter their availability; the platform then assigns rooms and transport according to the operator's parameters, and generates vouchers, letters of guarantee and tracking records. The operator stays in control and can change any allocation before it is confirmed.

The goal is not to remove human judgement. It is to let people supervise and handle exceptions, instead of building every allocation manually.



before and after · five steps each

The steps stay recognisable; what changes is who does them. Calls become alerts, manual allocation becomes rules, and records update themselves.

For hotels and transport providers, a shared platform reduces the stream of calls needed to find out what is happening, so human communication can focus on exceptions and decisions.

4. Test results

Tests run on PAX Divert in a controlled environment show measurable time savings on the two moments that matter most to passengers.

Measure	Manual process	With PAX Divert	Difference
Time to allocate 95% of passengers	about 4–5 hours	about 1–1.5 hours	2.5–4 hours saved
Time to first care (target)	about 1 hour	15 minutes (supplier service level)	about 45 minutes

These results come from a test scenario. They are not a guarantee of identical performance in live operations, which is exactly why section 6 proposes measuring them on your own scenario.

The time saved is not an end in itself. It is returned to the team for what automation cannot do: handling exceptions, caring for passengers who need a person, finding new resources and coordinating the airline's own recovery.

5. The hidden cost of the manual model

The cost of IROPS is not only rooms, meals, buses and replacement flights. It also includes the human time spent coordinating them, at the airline, the hotel, the transport provider, the ground handler and the passenger.

When several hundred people are affected, that load produces errors, duplicate bookings, unused rooms, delayed decisions and teams pulled away from the exceptions that need them. Time lost to coordination becomes one more resource consumed by the crisis.

6. How to evaluate it

The right question is not whether an operator could have avoided its last major disruption. It is whether, once resources are identified, the organisation has the infrastructure to assign, track and reassign them quickly to the right passengers.

That question can be answered with a controlled comparison rather than a sales presentation:

1. Rebuild a realistic IROPS scenario from a recent event
2. Load an anonymised passenger population
3. Define the available hotel and transport resources
4. Apply the operator's own rules
5. Run the scenario with the current process
6. Run the same scenario with PAX Divert
7. Measure time to allocation, manual actions, calls, exceptions and time to close
8. Document the differences

If PAX Divert does not significantly reduce allocation time, coordination load or manual actions, the data will show it. If it does, the operator has an objective basis to decide, and the natural next step is a 90-day pilot at one station on real events.

7. Conclusion

Aircraft can be grounded. Resources can be scarce. Events can be unpredictable. But the allocation of available resources to passengers can be structured, automated and measured.

The value of PAX Divert is not a promise to remove the chaos of IROPS. It is the ability to stop coordination itself from becoming one more source of chaos.

Same scenario. Same volume. Same constraints. Same stopwatch. Test. Measure. Compare. Decide.

About PAX Divert® and PUJOL Corporation

PAX Divert® is a passenger recovery coordination platform for airlines, ground handlers and airports. It is developed and operated by PUJOL Corporation, a company based in Nouméa, New Caledonia, founded by Laurent Pujol from first-hand experience of passenger handling, irregular operations and crisis logistics.

To request a demonstration or a scenario comparison: paxdivert@pujolcorp.com · pujolcorp.com/pax-divert

Limits of this analysis

This paper separates three kinds of content: the history of PAX Divert as stated by its developer, results from tests in a controlled environment, and an operational analysis of a generic major-disruption scenario. Test results are not guarantees of live performance. The scenario in section 2 is illustrative and does not describe the internal tools, procedures or decisions of any specific airline.