

How Manal Food Factory turns complex operations into predictable performance



PAX International Publisher Aijaz Khan (middle) with the Manal Food Factory team

[Manal Food Factory](#)'s goal is to serve many at once. While the brand supports [Hamad International Airport](#), its remit is much bigger, supplying bulk components and finished products to airline caterers, airport lounges, hospitality partners, retail channels and large workforces feeding operations across [QatarEnergy](#)'s industrial cities.

On one side is premium aviation and lounge partners, focused on quality, consistency and presentation. On the other is industrial clients, whose priority is delivering nutritious, cost-efficient meals at massive daily scale. Rather than separating those demands into different systems, Manal absorbs them.

"We bridge those requirements by using one central platform that can flex between bespoke recipes and mass-production," says Lee Farrelly, General Manager at Manal Food Factory. All without losing control of food safety, halal integrity and delivery timelines.



A daily output of 300,000 meals and hundreds of SKUs flows through its kitchens, from bakery and butchery to sous-vide and fresh prep

On any given day, the company produces some 300,000 meals, alongside hundreds of SKUs moving through hot and cold kitchens, sous vide lines, bakery and pastry, juice production, butchery and fresh preparation. Everything runs on tightly sequenced production plans, multi-shift teams, time-temperature-logistics controls, and just-in-time distribution to more than 10 major camp locations and external partners that leaves little room for error, even as volumes change and special dietary requirements come into play.

Farrelly describes it as “a complex, data-driven operation,” one that customers judge based on reliability and consistency.

Created by former inflight catering leaders, Manal consolidates activity once spread across more than 20 kitchens into a single, standards-driven facility.

“We are able to take cost, waste and complexity out of the system while actually lifting quality and food safety performance,” says Farrelly. Lean manufacturing principles are backed by advanced technologies, including radio frequency defrosting, high-pressure pasteurization, AI Sortex machines and steam-based jet cooking—tools that increase throughput without compromising flavor or texture.



The Manal Food Factory Team

Internationally recognized halal certification has further positioned Manal as a regional partner. Alongside its ISO 9001, ISO 22000 and HACCP, the certification reinforces governance and traceability, while enabling the company to be one of the first food production companies in Qatar to export cooked products into the Kingdom of Saudi Arabia and support joint ventures tied to major sporting events in 2026.

Looking ahead, Farrelly says he expects airline and airport dining to become more personalized, health-focused and sustainability-driven.

“To stay ahead, we are investing in advanced cooking and processing technologies, data analytics and continuous improvement disciplines that allow us to respond quickly to menu changes, volume spikes and new dietary requirements such as gluten free, without adding complexity or cost,” he says.

Find more images from *PAX International's* visit to Manal Food Factory below:



