

SHEIKH SAUD:

Completion of a city, I would say, 15 to 20 years. Talk a big city.

NARRATOR:

Ras al-Khaimah, the northern most state of The United Arab Emirates. His Highness Sheikh Saud bin Saqr Al Qasimi, Crown Prince and Deputy Ruler, has decided to build a brand new capital city for his desert kingdom on the Persian Gulf.

SHEIKH SAUD:

What I would like to do, what I'd like to dream about is that our country here in the Emirates, Ras-al-Khaimah, to become a center of knowledge, a center of trade, a center of industry, a center of tourism. That's the kind of vision I want to have.

NARRATOR:

Sheikh Saud has invited world-renowned architects to bid for the design of the capital city he envisions. One of the competitors is Norwegian architecture firm Snøhetta.

KJETIL THORSEN::

The coolest thing about building in the desert is the desert! The place, the culture, and the attitude.

IBRAHIM:

And I think these are the borders...

ROB GREENWOOD:

So, where are we? Ras al-Khaimah city. Ah, this is sand.

KJETIL THORSEN::

But the really cool thing about building a capital in the sand is that it's a capital with the things a small sheikhdom needs to function.

KJETIL THORSEN:

This is a section of the site. So this was the first impression I had when I was there. This is the hillside. This is the water. And just take something like this. And just make an imprint into that landscape. And that's the city.

NARRATOR:

The Emirates are booming, and Ras al-Khaimah is no exception. Besides the new capital city, other lavish real-estate projects are underway. Today Sheikh Saud is unveiling the



Al Marjan Island, a new resort that will stretch over five man-made islands into the Persian Gulf.

KHATER MASSAAD:

In Ras al-Khaimah there is no oil. No oil and no gas actually. So, we have to attract good sustainable business, long term business, and long term economy. His highness wants to have a beautiful city, to be good for everybody to live, and to be the new business city of Ras al-Khaimah.

SHEIKH SAUD:

If you were to throw salt on the ground, you come after one year, you will see nothing; it will be left there. If you throw sugar on the ground, come after another, you will see many, many things, ants coming to there.

KHATER MASSAAD:

Woodrow Wilson wrote, "we grow great by dreams...all big men are dreamers." The dream here was by his highness, Sheikh Saud bin Saqr Al-Qasimi, crown prince and deputy ruler of Ras al-Khaimah. Our master planners, architect, engineers and experts have been instructed and given guidelines that will push them to the limit, and the results, as you will see, will be excellent.

NARRATOR:

Lebanese-born **KHATER MASSAAD:**, a PhD in geo-physics, came to the United Arab Emirates 20 years ago, and has become a key player in Ras al-Khaimah's growth as a commercial center.

KHATER MASSAAD:

The position I have is I'm the CEO of RAK ceramics, and I'm CEO of Ras al-Khaimah investment authority. I'm adviser to the Crown Prince. I'm chairman of the cement factory, managing director of RAK airways, director of the DVD factory, managing director of RAK Ark international. I'm chairman of Ras al-Khaimah English speaking school. And I'm managing director of RAK porcelain tableware. Chairman of JBF industries, and other industries also.

KHATER MASSAAD:

Nice!

SHEIKH SAUD:

88.



KHATER MASSAAD:

88.

SHEIKH SAUD:

88. Can you believe it?

KHATER MASSAAD:

This is Sheikh.

KHATER MASSAAD:

Actually, I came to Ras al-Khaimah in 1988. The first time I met his Highness the Crown Prince, and he has asked me to make studies about the minerals available in Ras al-Khaimah and what we can do with those minerals as industry. We found some good minerals in fact. Very good clay. And we have decided to make a ceramic factory. We started one production line producing five thousand square meters per day. Today we have 27 production lines here producing 200,000 square meters per day. It is today the biggest ceramic factory in the world.

NARRATOR:

Unlike most of the Gulf states, Ras al-Khaimah has hardly any oil. So under Dr. Massaad, it has been diversifying its industries over the last 15 years -- into property development, tourism, and high-end ceramics. The factories rely on legions of modestly paid workers from the Indian subcontinent. Expatriates make up half of the small sheikhdom's population -- 80 percent of them migrant workers. They earn an average of 300 dollars a month, and live in small apartments near the factories, up to six to a room. With a profitable, state-owned industrial sector, Ras al-Khaimah aspires to follow in the footsteps of its booming sister-state Dubai, and become an offshore financial center that will attract foreign investors to a stable, pro-business nation.

KHATER MASSAAD:

In many other countries you have a lot of bureaucracy, and you have a lot of the decision making process is very lengthy, but here the process is very simple, and it is straight forward and it's easy. And so that's why you can make the things very fast.

NARRATOR:

A small architecture practice, Snøhetta attracted international notice by winning the prestigious commission to design the landmark library in Alexandria, Egypt. At home, the firm won the competition for Oslo's new opera house -- Norway's most prominent



architectural project to date. Now Snøhetta is contributing to the rebuilding at Ground Zero -- with the design of the World Trade Center Memorial Museum Pavilion.

KJETIL THORSEN:

The atmosphere of the region, for those who haven't been there, it has a very high glamour factor.

ROB GREENWOOD:

A new extravagant building, after the next, after the next, after the next. Always having the most extravagant building on the map.

KJETIL THORSEN:

Yeah, and the highest and the best and the most stars and the most gold and...

ROB GREENWOOD:

And that's generated.

KJETIL THORSEN:

But I really think we need to find a different concept.

KJETIL THORSEN::

Beautiful! Landscape, landscape, landscape, landscape! Here's the edge of the mountain, and here from the foot of the mountain we come to the vast plain, and then the hilly desert landscape that we have here with the waves on to the coastal landscape. Now you're getting the myth confirmed that this is the architect's sandbox. We're envisioning a canal that goes from the sea all the way to the mountains. It'll bring out the contours of the landscape, and then the water will come in the middle here from the sea. That's what we're envisioning now. Tomorrow it'll probably be something different.

NARRATOR:

The Snøhetta team is not alone -- in delighting in the romance of the desert -- *and* bidding for the capital's master plan. They're competing with a giant among the world's leading architects and city planners -- Rem Koolhaas, whose Rotterdam-based company, OMA, has designed landmark projects in over 20 countries.

REM KOOLHAAS:

It's heart breakingly beautiful. So, it's a kind of terrible feeling that you have to build a city there, so that's why it's important to do the best possible city.



REM KOOLHAAS:

The main challenge, and you see it here, is to do something which is urban, which usually means that nature will be destroyed in a place which is as beautiful as here. In doing so can also resurrect some of the traditions. Traditional ways of building here, which were traditionally very close together, without turning into some kind of Arab kitsch.

REM KOOLHAAS:

And so, we take a helicopter or a plane?

KHATER MASSAAD:

No, no, we go with my plane.

REM KOOLHAAS:

Do you take your plane to Europe also?

KHATER MASSAAD:

Yeah I fly to Europe. Yes, yes. It is a jet. It is a very nice plane, you'll see.

KHATER MASSAAD:

We are going from Ras al-Khaimah to Dubai and then along the coastline, we will show you the Palm islands.

REM KOOLHAAS:

You see the increasing escalation of extravagance to a point that is beyond imagination.

KHATER MASSAAD:

Every place has its own identity, and we have to create something, not necessarily to compare to Dubai, but to create a beautiful identity for Ras al-Khaimah. Naturally, environmentally friendly.

REM KOOLHAAS:

It'll be infinitely smaller and more compact, that's the whole point.

NARRATOR:

Dubai -- the fastest-growing city in the world, where skyscrapers shoot up at a dizzying pace, and every new building is a landmark. About 80 percent of Fortune 500 firms have operations in Dubai. And a massive South Asian workforce is laboring to build the next wave of construction projects valued at a total of 100 billion dollars.



KJETIL THORSEN:

Tomorrow we're going to meet the boss of all bosses. Dr. Massaad is the closest to Sheikh Saud, who is the highest authority in Ras al-Khaimah. If he doesn't like what he sees tomorrow we'll have to start over. But he will. We won't worry about that now.

NARRATOR:

While Dr. Massaad is meeting with both Snøhetta and OMA, he keeps both competitors in the dark.

ROB GREENWOOD:

We haven't heard anything about Rem Koolhaas, what he's up to or whether he's still in the running. It's just as well. He's doing his own thing and it's none of our business.

KJETIL THORSEN:

Motorway. Voila!

NARRATOR:

Today is Snøhetta's first opportunity to present their concept for the capital city's master plan.

KJETIL THORSEN:

If you don't like it, you have never heard it -- a big, salt water canal.

SRIDHAR VAIDYANATHAN:

Salt water canal. Well, the cost of that will be?

KJETIL THORSEN:

We don't know yet.

SRIDHAR VAIDYANATHAN:

Yeah...

KJETIL THORSEN:

Hello.

KHATER MASSAAD:

How are you?



KJETIL THORSEN:

Good to see you again.

KHATER MASSAAD:

Ah, welcome back. Okay, let us see the beautiful things that you have...

KJETIL THORSEN:

We proposed this workshop in order to be in Ras al-Khaimah to develop the things that we thought would be necessary and to discuss with you directly before we go in one direction too far. This is very, very premature. Very, very early. Very conceptual...

KHATER MASSAAD:

Understand. Understand.

KJETIL THORSEN:

And now we are suggesting, actually, that we generate, or create, a valley, with the draft spanning from the mountainside to the seaside. And we have a loop, salt water canal. And this cut through the landscape becomes the surprise; that is the continuation of that body, at the same time it brings the coast all the way to the mountains. And it will generate a cool draft through the center core of the city.

KHATER MASSAAD:

Thank you. It's interesting, definitely they are very interesting, ideas, and honestly I like it very much because it is, it looks, exactly what we should have had in Ras al-Khaimah if we had rain. So, but, we have here, we would face, big, big problems, all the rest of the canal up to the mountains, these are land belong to private people, so if we want to make this canal today, we will be facing, probably, 500 or 1000 people to talk to in order to buy their land.

KJETIL THORSEN:

Yep, we understand the problem of property licenses...

KHATER MASSAAD:

Which is... Forget it. The idea of the canal, unfortunately, unfortunately I say unfortunately because it is a brilliant idea, unfortunately we should forget it. You know OMA? They came with a, also very intelligent concept. To be fair and honest to everybody, we have committed to them, to ask them to make the master plan, so what we want you, is probably in coordination with them, what is their master plan, you make for



us a proposal for the convention, exhibition centers, and the hotel. So this is what I can say at the moment.

KJETIL THORSEN:

Ok.

KJETIL THORSEN: (Norwegian)

We just lost the forest!

KJETIL THORSEN: (Norwegian)

It was obvious that prior to or during the meeting, the deal with Rem Koolhaas was either closed or close to it.

KJETIL THORSEN::

So, it looks like they've divided the projects. That's nice!

ROB GREENWOOD:

Yeah.

KJETIL THORSEN::

So, Rem gets the master plan and we get the buildings.

ROB GREENWOOD:

After all, we are architects!

THOMAS (Norwegian) Subtitles

Well, it's the buildings you really want.

ROB GREENWOOD:

Yes, this is why we do this.

KHATER MASSAAD:

Both companies are good, but I feel that OMA probably, they are more practical people, and more master planner, whereas Snøhetta, more artist people, and more designers. I am expecting from Snøhetta to come out with a genius, out of the world, new concept, with something very unique, and not too expensive.



NARRATOR:

While they lost the contract for the master plan, the contest for the signature convention center continues. Back in Oslo, Snøhetta's architects are pondering what it takes to design an icon.

KJETIL THORSEN:

Hello, Good Morning.

KJETIL THORSEN:

The congress center that has now been planned with all its different functions will be the biggest project we've ever undertaken. Alexandria is one million square feet, but in the plan, the center is between three and four million square feet. So, this is a huge project.

ROB GREENWOOD:

We're waiting for feedback from the Sheikh and from the master planner, Rem Koolhaas. If this isn't good enough then we won't continue the work. There's no point designing a good building in bad surroundings. Do you want to see the master plan, Kjetil?

KJETIL THORSEN:

Have you opened it yet? Not bad. It's really dense, and really high. Extremely dense, and a totally different typology. Very good, isn't it? Compared to the last one.

ROB GREENWOOD:

Having looked at OMA's master plan, we're very excited. It's actually a superb starting point to build in the desert.

ROB GREENWOOD:

One idea is to take the entire convention center and sink it into the sand. Over a large area it could resemble a Persian carpet with a pattern throughout.

KJETIL THORSEN::

I like that one better, to be honest, because I don't think they'll let themselves be represented by - or pay for - something which disappears into the sand.

KJETIL THORSEN:

Bury my money under the sand, no, no.



ROB GREENWOOD:

If they have envisioned a tower that contains everything, then we've taken the wrong direction. The plan for the rest of the city is a lot of towers, so maybe the best thing we can do is to create a contrast.

KJETIL THORSEN::

It would have been good to go to Ras al-Khaimah to present the project, but I've got a slipped disk at the base of my spine. I don't think my not going is so important. What's important is that the project is good. And it is!

ROB GREENWOOD:

And I'm presenting a very different face from the road, from the desert. This, strong, horizontal line, inflicting with the landscape and contrasting cityscape...

KHATER MASSAAD:

Ok. Very nice. Can we go to the layout actually?

ROB GREENWOOD:

Sure.

KHATER MASSAAD:

Finished? How long it will...

ROB GREENWOOD:

It's almost finished.

KHATER MASSAAD:

Look, a structure like this, if you are crossing Emirates highway, what do you see?

ROB GREENWOOD:

You see the wave of the front of the city.

KHATER MASSAAD:

You have to go inside in order to discover the beauty of your story. You...from outside, you don't have an icon. Sorry to say, I'm not trying to, this one, from outside you see, a structure which is like this. It can be anything, it can be a warehouse; it can be a beautiful thing. The people have to go inside to discover it. It is...



ROB GREENWOOD:

You see the areas where the roof starts to come down, it starts to tilt. We don't the whole picture...

KHATER MASSAAD:

But if I am running on the highway...what I will see?

ROB GREENWOOD:

You will see, you will see something...

KHATER MASSAAD:

You will see this structure.

ROB GREENWOOD:

In contrast to the city. You will see something that comes down towards you, you will see areas and glimpses of the roof. You won't get the whole picture, from the highway, no. I don't think that's important. The important thing is you see something that is different. Something that really is striking, and unique.

KHATER MASSAAD:

Now my question to you, you think that this is the only possibility, and this is the only and the most beautiful building you can have?

ROB GREENWOOD:

No. we've tried to...

KHATER MASSAAD:

This is the only icon you can find?

ROB GREENWOOD:

We've tried to develop the ideas that we got from you originally. I think that we obviously need a dialogue, and that, we've had today.

KHATER MASSAAD:

I'm talking for Mister Everybody, who's passing on the highway, yes, it is different, some of them will say, well, it is a crazy roof, or what is inside, and what is this one, I don't know, it is not a monument in itself, I mean...It will give the feeling, I'm sorry if I tell you, if I go this to Sheikh, he will tell me, look, okay fine.



ROB GREENWOOD:

Okay.

KHATER MASSAAD:

And in the end, you know, if you see in history, the people who built the places, big places, what they have built, all these crazy kings...Yeah, well if we take Ludwig, he built this Neuschwanstein in Germany. It is a crazy palace, but today everybody is visiting it.

ROB GREENWOOD:

Sure.

KHATER MASSAAD:

Alright, Versailles, everybody is visiting it; Tour Eiffel, everybody, Arc de Triomphe, is visiting, even this Arche of Mitterand, it is a grandiose, something which impresses people. I think you can create more than this. You can come up with a little bit... With this structure, this is a costly structure, with the same cost, you can make something much more grandiose.

ROB GREENWOOD:

Yeah...Well we certainly see the possibility of this becoming a monument that's relevant today.

KHATER MASSAAD:

Look at this. This is beautiful building. Is different, this our building, this is a seventy story building, it will be offices of RAK investment authority, the offshore center, and other government offices. Here will be hotel and apartments, here will be offices, offices, and this will be apartments. This is an icon. Somebody passes by, he must look at this. Correct?

NARRATOR:

The Norwegian architects have learned they're not the only ones proposing a design for Ras al-Khaimah's signature building. The pressure is growing. Unless they can create a dramatic plan that meets their client's expectations, they could lose this project as well.

KJETIL THORSEN::

All the world records that Dubai and the like have previously set for themselves, they've achieved. Highest building, quickest construction, biggest artificial island. There's a



whole bunch of world records out there. So, what kind of world records should we set for ourselves?

ROB GREENWOOD:

We're not the highest or the biggest.

KJETIL THORSEN::

Or the quickest.

JAMES DODSON:

But we can do the most expensive per square meter.

KJETIL THORSEN::

Let's assume that he liked the carpet.

JAMES DODSON:

If we take the carpet idea that he liked, how do we transform it to something vertical?

KJETIL THORSEN:

Jim, everything you got.

JAMES DODSON:

Plugging in now.

JAMES DODSON:

The main concept is still the same. You have the long carpet. Now it's 2,500 feet long. We have pulled up one corner to make it more of an icon, and it gives the congress center more expression.

KJETIL THORSEN:

Snake invasion.

JAMES DODSON:

This is the cobra picture.

ROB GREENWOOD:

No, it's not. It's a flowing cloth in the desert.



KJETIL THORSEN:

I have a feeling that now the project is coming together on its own. That's the feeling you're always looking for in a project. That's the narcotic substance when you create.

NARRATOR:

After three weeks, Snøhetta is back for another meeting with their exacting client, Dr. Massaad. Only three weeks to fashion a new and compelling design -- and stay in the race...

KJETIL THORSEN:

As you already pointed out last time, the last project could only be seen from helicopter. It needs to be seen from the Mercedes also.

KHATER MASSAAD:

You're right.

KJETIL THORSEN:

We also look at the situation whether it is correct to compete in height. We think it's more correct to compete in beauty, for the moment. We're not going to move away from our architectural theoretical artistic views, but we try to interpret your way of looking at it.

KHATER MASSAAD:

No, but I tell you, this is what I respect in you in fact. Because you had an idea, we gave our comments, you have taken it along with your idea, which is good. I mean you created an identity, and it's very good. It's very nice. This is the icon you have, so I think this as it is beautiful. If you turn it this way, this will be the exhibition center, and this has to be modular. We want to construct up to here.

KJETIL THORSEN:

Yes, absolutely.

KHATER MASSAAD:

And continue as and when we need...

KJETIL THORSEN:

As modular as this.



KHATER MASSAAD:

My thoughts about what has been delivered by Snøhetta is good. It is a very positive impression, but we want to see some modification, so when we receive all the other proposals, we will take our final decision.

NARRATOR:

The uncertainty continues as, unknown to Snøhetta, Dr. Massaad takes Rem Koolhaas to the empty sand dunes where the convention center will stand.

KHATER MASSAAD:

Here we are. This will be actually... We are in the middle -- in the middle -- the convention center, exhibition center. So, what I was telling you we want the exhibition center to be this side, to be modular, so that we can increase up to that side...

REM KOOLHAAS:

Eventually...

KHATER MASSAAD:

And the first entrance from Dubai will come to the exhibition center. The gateway city will be on the other side. After this we'll start the gateway city.

ROB GREENWOOD:

We haven't got the job yet because that's a negotiation. But it's as good as it can be after a meeting like that. You never get a signed contract right away. It's not that simple.

KJETIL THORSEN:

Hi, how are you doing?

ROB GREENWOOD:

The Sheikhs are still here.

KJETIL THORSEN:

Yes, they are.

KJETIL THORSEN:

Morning. This is the further development of last time. Every time we've been here, and we've had a comment, come back and re-done it, the project has improved. We think. Well in the any case, the tower situated more in the middle of the overall complex is in



our opinion much better than having it out in the end in fact. Because this generates a beautiful new entrance situation, which we didn't have before.

KHATER MASSAAD:

Ok. excellent.

KJETIL THORSEN:

So, we have four hotels with 750 rooms each. Thank you very much.

KHATER MASSAAD:

You want something else to eat? You have to taste our dates.

KJETIL THORSEN:

I know they're sweet and very good. Very good.

KHATER MASSAAD:

Ok, fine. Now a question what we want to agree on your fees. Let us go down to earth. I think it's the most important before we... But please before you say any word. Ras al-Khaimah we're a poor emirate. We have no oil, we are not rich like Norway, we don't have sponsors; we don't have anything. So we have to economize from each pocket, a little penny by penny to pay this project.

KJETIL THORSEN:

I know.

KHATER MASSAAD:

Thank you.

KJETIL THORSEN:

I like this picture; it's great. Ok. I don't know.

KHATER MASSAAD:

You want us to go together to discuss. But I think better we discuss this alone. We don't want this to be on television.

NARRATOR:

Snøhetta will seek an initial fee for the design and a larger one for supervising the building process.



KHATER MASSAAD:

It is a tough negotiation. He is very tough, yes. He's very, very tough. And actually, I don't know my feeling that he thinks that the quantity of work will be much more than what we think the quantity of work will be.

KJETIL THORSEN:

One, two, three times 1,500 dollars. That's the total and you multiply that by 2.5 percent. That's 10 million dollars. The numbers don't add up.

ROB GREENWOOD:

They think it costs less to build this, but I don't.

KJETIL THORSEN::

Neither do I.

KJETIL THORSEN:

This is our proposal for what we would call almost a fast track design schedule.

KHATER MASSAAD:

Until July 2008? We will finish construction by that time, you know?

ROB GREENWOOD:

January, February, March, April... We're not there.

KJETIL THORSEN:

Excuse me, but it's totally crazy to build this in two years. Two years! That's what it took me to renovate my own house.

ROB GREENWOOD:

Yes, but that was much more complicated!

NARRATOR:

There is one more step before the final handshake with Dr. Massaad. After months of negotiations, the architects' must meet with Sheikh Saud for his approval.

SRIDHAR VAIDYANATHAN:

Your computer is there.



ROB GREENWOOD:

Where?

SRIDHAR VAIDYANATHAN:

In the office.

ROB GREENWOOD:

Because that's where the presentation is, on my computer.

SRIDHAR VAIDYANATHAN:

Omar, take us to the office.

KJETIL THORSEN:

We forgot something back at the office. So, we have to go back for our computer and pictures, which we need for our presentation to Sheikh Saud.

KJETIL THORSEN:

Thank you very much. We have to hurry up, huh?

KJETIL THORSEN:

We're late. We have to be there in 10 minutes. If I'd known, I'd have worn a nicer suit. Not this shabby one.

SHEIKH SAUD:

When I go to see the pyramids, I get amazed. I get amazed how the wonders and the power, of humans, you know, thousands of years ago, how they really channeled their energy, you know, to build such, such a monument.

KJETIL THORSEN:

Ready?

KJETIL THORSEN::

Did you bring the pictures as well, Rob?

ROB GREENWOOD:

Oh, the pictures!



SHEIKH SAUD:

It's a reminder that, we have a choice. How we can, channel our energy. How we can become useful.

KJETIL THORSEN:

Just in time.

KHATER MASSAAD:

Just in time. No problem at all. Very good. Please come.

KHATER MASSAAD:

They followed me here.

KHATER MASSAAD:

These are from Snøhetta.

KJETIL THORSEN:

Hi, very nice meeting you.

SHEIKH SAUD:

How do you do?

KJETIL THORSEN:

Very nice.

ROB GREENWOOD:

Pleased to meet you, Robert Greenwood. Hi.

KHATER MASSAAD:

Please go ahead.

KJETIL THORSEN:

Thank you very much. Thank you very much for the opportunity to show you. Very pleased. We've had a very successful collaboration for the last six months. Trying to get to a result which we think reflects the situation. Something for the R.A.K. to be proud of. I think it's important to say that we are still developing parts of this.



SHEIKH SAUD:

But actually, next to the shopping mall, next to the shopping, that side, we should actually integrate part of the living space.

KHATER MASSAAD:

Exactly! So this will be the office blocks.

SHEIKH SAUD:

Yes, it has to be integrated part of the whole master plan, so people could walk into the...

OFF CAMERA:

From the rooms.

KHATER MASSAAD:

To the shopping mall.

KJETIL THORSEN:

From here? But the city is, the city stands...

KHATER MASSAAD:

It's very close in fact the city.

KJETIL THORSEN:

It's very close to here?

OFF CAMERA:

Yeah.

OFF CAMERA:

It should be within walking distance.

SHEIKH SAUD:

I want to do exactly what we used to have in al-Hasa. Our own fort. Every evening we live in the same house, but we have what you call in the evening, each one has his own room. But you try to make a feeling of belonging, a feeling of knowing, and if we can create less traffic. We would like to integrate this I think if we can in the...

KHATER MASSAAD:

Thank you very much.



KJETIL THORSEN:

Thank you. Thank you very much.

SHEIKH SAUD:

Those countries, who will be able to attract talent, and become a magnet for talent, those countries will be rewarded by a better future. We can't live in the comfort of yesterday, where we could live, each one of us in his own time zone. Today we live in one economic zone, so we have to learn how to live together, how we can prosper together. This is the kind of space we would like to create.

KHATER MASSAAD:

Cheers, and I hope it will be a good cooperation.

KJETIL THORSEN:

Yes, it will be.

KHATER MASSAAD:

Thank you. Good luck to all of us. Thank you.

KJETIL THORSEN:

Good luck.

NARRATOR:

Ras al-Khaimah today still boasts a pristine Arabian Desert landscape of sand and rock. Soon a new city will stand here, an architectural landmark to attract the world's businesses to this ambitious 21st century kingdom.

KHATER MASSAAD:

So, here on this location will be the middle of the shopping mall area. And the shopping mall will start about 200 meters from there. That will be the Gateway City, will be looking at this side. And behind we have Emirates Road and then here will be the convention and exhibition center and the hotels in the middle. So, it will be beautiful, our four star hotel and then five star hotel and then three star hotel.

KJETIL THORSEN:

Can you see it already?

KHATER MASSAAD:

Yeah, I see it already. Yes.



KJETIL THORSEN:

Fantastic.

KHATER MASSAAD:

Yes.