



**OTTAWA CONFERENCE**  
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## **ELIOT PENCE**

Founder

[Dominion Dynamics](#)

Eliot Pence is a builder of frontier defense and industrial companies. He is the founder of Dominion Dynamics, a defense firm working to establish sovereign capability in aerospace, autonomy, and command-and-control. From 2018–2022, Eliot led global growth at Anduril Industries, joining as one of the company’s very first business development hires and playing a central role in building it into one of America’s most consequential defense technology companies. He created Anduril’s international go-to-market strategy from scratch, bootstrapped overseas growth, and built teams across three continents—shaping how Anduril scaled as a global defense prime. He was the Chief Business Officer at Osmo and Cambium Biomaterials, leading government and enterprise go-to-market efforts to translate frontier R&D into deployable platforms. Previously, he was a senior director at McLarty Associates, the Washington, DC–based advisory firm. He serves on the U.S. Trade Representative’s Advisory Committee and the Yale University President’s Council on International Activities. Eliot earned his M.A. from Yale University and his B.A. from the University of Victoria.

